

**EFFECTIVE COMMUNICATION IN CORPORATE
ORGANIZATIONS: A CASE STUDY OF KENYA LITERATURE BUREAU**

BY

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2011

DECLARATION

This research is my original work and has not been submitted for award of a degree at the university of Nairobi or any other university.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

To my children whose tender love and presence has shed brilliant ideas and supported the completion of this research.

To my beloved late mother, indeed, you taught me that focus and courage are the most important virtues.

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ABSTRACT

Effective communication as a field embraced in corporate communication has received much research attention as a branch of communication. However, in the local Kenyan context within corporate organisations, much of the research bears minimal evidence of existence in form of documentation. Research in effective communication has therefore not received adequate documentation. In understanding the above- mentioned, this research aims at bridging this knowledge gap by undertaking effective communication studies a case study of Kenya Literature Bureau (KLB) between the years 2005 and 2011. The objectives of the study were: establishing the structural barriers that hinder the efficient flow of communication; listing the factors that affect (both positively and negatively) effective communication; identifying the most preferred medium/media of communication and assess its ability to enhance effective communication ; examining the relevance of modern information and communication technologies (ICTs) used to enhance effective communication and establishing the physical and psychological distractions among employees that affect effective communication within KLB. In order to achieve the set objectives, data was collected through administering questionnaires to sampled employees and analyzing existing literature. The departmental Standard Operational Procedures (SOP) and other library materials carried the core of the qualitative data required. Data collected was analysed using descriptive statistics such as measures of central tendency (mean, mode and median). Content analysis was applied on qualitative data to establish the credibility, accuracy, consistency and usefulness of the qualitative data sought.

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LIST OF ABBREVIATIONS AND ACRONYMS

SOJ	–	School of Journalism
ICT	–	Information Communication Technology
KLB	–	Kenya Literature Bureau
NGO	–	Non-Governmental Organisation
SOP	–	Standard Operation Procedures
SAGA	–	Semi Autonomous Governmental Authority

CHAPTER ONE

INTRODUCTION

1.1: Background of the Study

For any organization to build its status in the corporate world and with its stakeholders, effective communication plays a cornerstone function. Communication departments play key roles in the management of internal and external communication. They are vital in the sharing of knowledge and decisions with employee as well as stakeholders. Further, effective communication forms the biggest link between the organization, its stakeholders and the general public.

Effective communication can be defined as an interactive process that involves the design of ideas, message, and information as well as their dissemination with an attempt to realize change in a person's behaviour and/or to persuade him/her to act in a particular or predetermined manner (Okwo, 1995). On his part, Nzerem (1996) views effective communication as the process of encoding and decoding messages or information. In this case, a medium (sounds, gestures, books, graphics and other media) is usually engaged.

McQuail (2000) on his part sees effective communication as a process of increased commonality or sharing of information between participants on the basis of sending and receiving messages. For communication to be termed effective, Fielding (2006) sees it in terms of organizational set up which should be done through downward, sideways (lateral) or upward communication. To him, effective communication would not only ensure that products and services are of the best quality, but also that staff would generate new ideas, adapt to changes and work cohesively in understanding the organizational objectives and work to achieve them.

Clark and Delia (1979) believe that there are three basic objectives in any communication; instrumental objectives which pertain to the communicator's goal, interpersonal objectives which relate to forming and maintaining relationships with other people and identity objectives which deal with image formation of not only the individual but also the organisation. This means therefore, effective communication is important both to the employee and the organisation.

Communication can also be viewed as a process of effectively conveying information, expressing thoughts and facts, the demonstration of the effective use of listening skills as well as the depiction of openness to other people's ideas and thoughts (Daly, 2003). Based on the fact that the act of communication is for a purpose - it is aimed at influencing, persuading, modifying and changing the behaviour of individuals- the expectation of feedback always follows the conveyance of information. Such feedbacks enable communicators to establish if the information was actually passed and whether it was effective or not. This corroborates Erven (2001) who sees effective communication as being when the original sender gets the desired effect on the receiver. At its best, effective communication minimizes misunderstanding between sender and receiver. On the contrary, the absence of the desired effect on the receiver or the occurrence of unexpected effect can be referred to as ineffective communication.

In corporate organizations, communicating effectively is regarded as the processes companies employ in the communication of all its messages to its major constituencies. It has major roles such as: (a) encoding and promoting a strong corporate culture; (b) a coherent corporate identity; (c) an appropriate and professional relationship with the media and (d) quick and responsible ways of communicating in times of crisis e)

minimizing conflict escalation. In addition, it defines the communication of an organization with its stakeholders and how it brings a company's values to life. In a nutshell, effective communication in corporate organizations can be defined as the products of communications such as use of memos, reports, letters, websites, community engagement as well as social and environmental initiatives that a company sends to its publics (internal or external), (Glover and Rushbrooke 1983).

Communicating effectively would be perceived therefore as encoding or exchanging information and signals in such a way that the receiver can comprehend or grasp mentally the intention of the sender to be able to act on that information and provide feedback that the message received is the message intended. Once this is done and feedback is received on both sides (sender and receiver) then, we can say that effective communication has taken place.

As already stated, effective communication is of principal importance to corporate organizations. It goes without saying that within the process of accomplishing their respective production and social functions, individual members of groups have to communicate with each other. In addition, groups need to communicate with other groups within organizations. To this end, the communication employed is both formal and informal (Kraut et al., 2002). Crosscutting through all spheres of life, effective communication is essential in organizations for managerial effectiveness. In this regard, parastatals are of no exception since managers spend a lot of time interacting with other members of staff for purposes of achieving various organizational objectives.

In the past, managers spent a large portion of time and company resources communicating in different ways such as meetings, face-to-face discussions, memos, letters, e-mails, reports among others. DeFleur (1995) notes that in our sophisticated information-technology led age, communication is handled through satellites, computers and news media with worldwide reach, but still word of mouth is essential in effective communication since signals and symbols accompanying face to face interaction add value to the sent messages. This is particularly so now that service workers outnumber production workers in many organizations and research as well as production processes are calling for augmented collaboration and teamwork between workers in different functional groups (Kraut et al., 2002).

Corporate Communication- Case of Kenya Literature Bureau

Kenya Literature Bureau (KLB) is a state owned corporation established under the Kenya Literature Bureau Act chapter 209 of 1980 from the originally existing East African Literature Bureau. KLB's vision is to be the preferred publisher of quality reading materials and has a mission of publishing quality educational and knowledge materials at affordable prices, promoting local authorship and providing shareholder value .KLB is mandated to carry out several activities key among them being; to publish, print and distribute reading material, acquire copyrights, rights and licenses and promote encourage and assist Kenyan authors while maintaining quality authorship.

According to Kenya government report on performance contracting (2009- 2010), KLB was ranked second best parastatal nationwide, first by the Ministry of Education and third best Semi Autonomous Governmental Authority (SAGA). In terms of business performance KLB hit the 1 billion turnover mark in 2008 .

KLB is committed to effectively and efficiently serve the customer with courtesy, integrity and fairness and believes in effective and timely communication and keeps all channels of communication open to all. Regular feedback is encouraged regarding its products and service delivery. About communication, KLB strongly believes that effective communication can be used to manage change and ensure prompt delivery of services as it includes feedback mechanisms. Owing to the fact that it is a main stream publishing house in East and Central Africa, effective communication is of great importance in its' operations. This study aims at determining the factors that affect effective communication in corporate organisations, with KLB as the case study.

1.2: Statement of the Research Problem

Effective communication is the driving force behind successful operations in organisations. An organisation that is to thrive well in the competitive business world needs to employ a strong and efficient communication policy as well as a strategy, which will see it, form a strong corporate identity, cater fully for the information needs of the internal and external publics and to partner with media. A particular organisation will have a communication style and its members will make sense of the world by drawing on their understanding of communicative codes and conventions.

Kenya Literature Bureau (KLB) is mandated to carry out several activities key among them being; to publish, print and distribute reading material, acquire copyrights, rights and licenses and promote encourage and assist Kenyan authors while maintaining quality authorship. KLB is committed to effectively and efficiently serve the customer with courtesy, integrity and fairness and believes in effective and timely communication and keeps all channels of communication open to all. Regular feedback is encouraged

regarding its products and service delivery. Owing to the fact that it is a mainstream publishing house in East and Central Africa, effective communication is of great importance in its operations.

The KLB's (2005 – 2009) strategic plan recognizes the importance of maintaining a competitive profile of the publishing industry within the country as well as employing a strategy anchored on new products development, high quality of products, service delivery and effective institutional support processes and systems. An analysis of the strategic plan further reveals that much emphasis has been laid on; business review, new products, regional markets, customer service delivery, human resources development and finance. The current strategic plan (2010- 2015) details five main objectives to be achieved in the said period of operations. The focus of this research is on the second objective that states that KLB will improve on quality of products, services and increase productivity levels by collecting and studying market feedback, tendering of new production equipment, introducing appropriate reward mechanisms for stakeholders and customer service training for staff. All the listed activities can only be done through communication.

The two strategic plans have not clearly defined effective communication and strategies to be employed to achieve the required high business performance among the objectives stated within the two documents. Proper and adequate attention needs to be put on the subject of effective communication in order to strengthen communication at KLB.

It is against this background that the study endeavored to establish whether occasional KLB books shortages in the market, delayed delivery of customer orders, lengthy unapproved list of books from K.I.E and delayed production of some titles among other problems are linked to effective or ineffective communication strategies employed by the

staff of KLB. This study therefore aimed at determining the factors that affect effective communication in corporate organisations, with KLB as the case study.

1.3: Objectives of the Study

The general objective of this study was to assess the extent to which good communication skills affect effective communication within corporate organizations;

The following specific objectives were be used:

- (i) To establish the structural barriers that hinder the efficient flow of information at KLB;
- (ii) To identify the most preferred medium/media of communication in KLB and access it ability to enhance effective communication;
- (iii) To examine the relevance of modern information and communication technologies (ICTs) used to enhance effective communication within KLB;
- (iv) To establish the physical and psychological distractions among employees that affect effective communication within KLB.

1.4: Research Questions

The research was be guided by the following questions: -

- (i) To what extent do structural barriers affect effective communication at KLB?
- (ii) To what extent does the absence of good communication skills (clarity of messages, language command, good listening skills and adequate feedback) affect communication within KLB?
- (iii) What is the most preferred channel of communication within KLB as an organization?

- (iv) Do modern Information and Communication Technologies (ICTs) enhance effective communication within corporate organizations?
- (v) Do physical and psychological distractions among employees affect effective communication within corporate organizations?

1.6: Justification of the Study

Major organizations put emphasis on the importance of communication within all development initiatives. For purposes of broadening the scope and extent of services, many organizations are employing communication as an effective marketing tool. The day-to-day interaction of an organization with its stakeholders, employees and other interested groups within the community always need effective and robust communication mechanisms. Leading organizations have their own communication team with efficient communicators who are responsible for communication function with various national and international organizations.

To this end, many organizations have put in place fully-fledged communication departments that employ communication experts. In some other organizations, communication tasks are incorporated in other departments such as corporate affairs and marketing.

It is vital to underline that effective communication plays a major role in formulation, implementation, monitoring and evaluation of projects or activities in corporate organizations. In addition, effective communication is vital in the sense that it helps organizations market their missions and values to clients as well as stakeholders. In essence, communication also plays an important role in influencing employees' loyalty to

the organization as well as boosting its external image to the external world. In Theoretical terms, effective communication in corporate organizations upholds relations between managers and stakeholders. In addition, the media as well as other channels play key roles to stakeholders in providing them with information. Such information enables them to develop perceptions of these organizations.

With the understanding that communication plays a vital role in organization, a survey of the factors that affect its effectiveness was indispensable. This study therefore aimed at investigating the major factors that affect effective communication and their relative impact at Kenya Literature Bureau.

The study will also contribute immensely to the already existing body of knowledge on effective communication and its practice in corporate organizations in Kenya as well as bridge the knowledge gaps in the field of effective communication within corporate organisations. It will help such organizations, whether private or governmental to formulate relevant and valuable policies that shall enhance specialized training in communication management so as to reap the fruits that emanate from effective communication.

Specifically, this research should benefit a number of individuals, groups of people and institutions. The Government Institutions include Ministry of Information and Communication; the findings could be used to formulate policies regarding effective communication at the work place stemming from the ministerial level. Chief Executive Officers may use the findings of the research in formulating communication policies in their organizations.

Corporate Affairs and Communication Directors and managers may use the findings of this research in the day to day running of their work to enhance their job performances and achievement of set organisational objectives. Higher learning Institutions specifically university and colleges through their lecturers may find the need to incorporate the findings of this study in designing and planning for detailed and specific short and long term courses for training the management cadres of different organizations. The findings of this research may enhance planning for training in Human Resource Departments. The findings would help this department in planning to cater for training needs of all employees in effective communication at different levels. NGOs; It will help these organizations to seek funds for training in the field of communication. Parents will benefit by developing Interpersonal skills which would help in parenting especially the teenagers and enhance overall family communication.

1.7: Theoretical Framework

This study was based on information theory of communication. The theory looks at how information can flow from its source to its destination with minimum distortion and errors. The mathematical/information theory of communication was developed by Claude Shannon in 1948, Shannon (1948). With the advancement of research and theory, the impact organizations have on the way employees communicate and the positive/negative impact of such communication on organizations has been explained (Morgan, 1986; Redding, 1985).

1.7.1: Information Theory/Mathematical Theory of Communication

Technically, communication is viewed from the information theory standpoint (Shannon and Weaver, 1949). According to Shannon, communication is a mechanistic system (see

Figure 1.2). Shannon's motivation arose from the need to design telephone systems to carry the maximum amount of information and to correct for distortions in the lines of communication. He introduced the concept of channel within the communication process. He examined signal to noise ratio. Shannon explained that for communication to be complete and well understood, the noise ratio has to be lower compared to the signal ratio.

Shannon also introduced the concept of measuring the amount of information in a message, which he calculated mathematically. To Shannon, the amount of information in a message is a measure of surprise and is closely related to the chance of one of several messages being transmitted. A message is informative if the chance of its occurrence is small; in contrast, a message that is very predictable has a small amount of information. He noted that if entropy rate exceeds the channel capacity then there were unavoidable and uncorrected errors in the transmission. He also showed that if the sender's entropy rate is below the channel capacity then there is a way to encode the information so that it is received without errors (The Exploratum 1996). Shannon adopted his theory to analyze human written language. He showed that it is redundant, using more symbols and words than necessary to convey messages. The information theory looks at how information can flow from its source to its destination with minimum distortion and errors.

In corporate communication, the challenge is to reduce the amount of noise in communication. One needs to apply this approach with some alterations to make the analysis less technical and mathematical. As stipulated by Shannon, noise affects the incoming signal and may largely interfere with the received signal. In corporate communication noise emanates from physical and psychological barriers and distractions, semantics, voice projections, symbols among other factors (Infante 2003). In this study it shall be necessary to identify what constitutes noise and ways of overcoming noise.

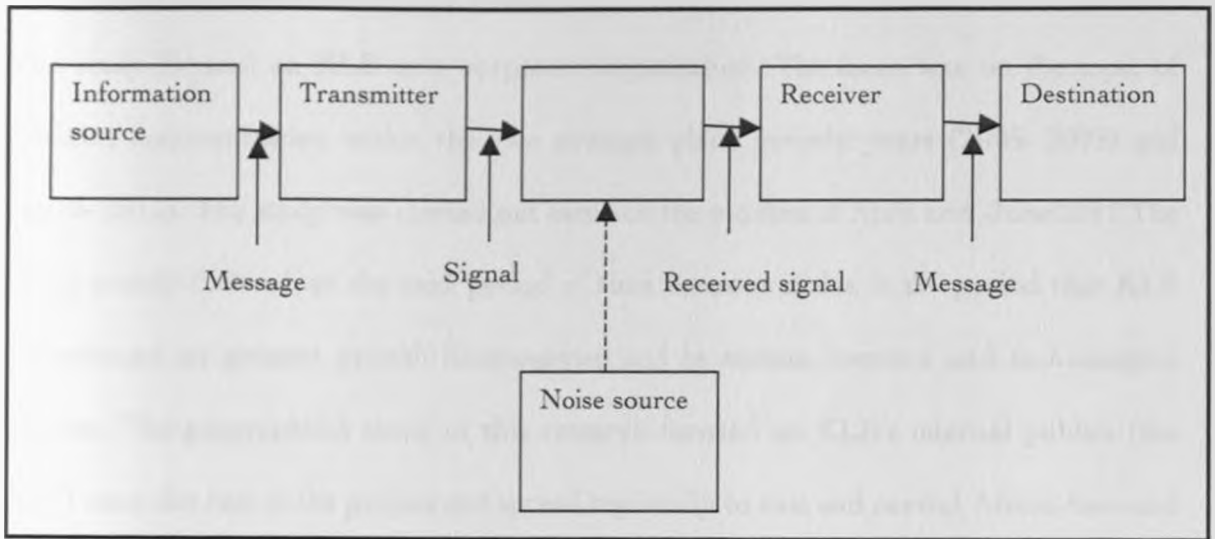


Figure 1.2: Information Theory (Communication as a Mechanistic System), Shannon and Weaver, 1949

According to the information theory model, a message is produced by a source. This message is transmitted along a channel (media) to a receiver. The receiver then interprets the message. Usually, the channel has bandwidth. This bandwidth affects the level of information that can be transmitted through such a channel. In this accord, bandwidth is a measure of communicative capacity. In current contexts, downloading data through the Internet by use of a modem is affected by bandwidth (Morgan 1986).

1.8: Hypotheses

1. Good interpersonal skills and minimal psychological distractions enhance effective communication at KLB.
2. Absence of a communication policy and strategies has negatively affected effective communication at KLB.
3. Inadequate knowledge on ICT's has influenced effective communication at KLB.

1.9: Scope and Limitations of the Study

The study focused on KLB as a corporate organisation. The focus was on the topic of effective communication within the two strategic plans periods: years (2005- 2009) and (2010- 2015). The study was carried out between the months of April and June 2011. The study mainly focused on the said period of time because it this is the period that KLB experienced its greatest growth businesswise and in human resource and technological aspects. The geographical scope of this research focused on KLB's internal publics (the staff) since the rest of the publics are spread regionally to east and central Africa, time and financial constraint would not allow the larger coverage.

The current formal documentation at KLB does not show evidence of existence of a communication policy and strategy guiding effective communication at KLB. The shortcoming experienced by the study was inadequate documented information regarding effective communication at KLB. The research therefore borrowed from works studied during literature review and library research, which are different from KLB's setting. The study therefore experienced the challenge of contextualizing the content to the Kenyan (at KLB's) local setting. Depending on the state of psychological destructions, some questions in the research tool may have been be termed "noise" particularly with the senior management and may have elicited some untrue answers since they are the parties directly involved in the organisation's policy formulation.

As earlier noted, this research covered mainly the internal publics of KLB, which in one way or the other may be a demeanor to the study. It is therefore recommended that other studies in future be established to cover the external publics and other spheres of communication.

1.10: Definition of Key Terms

The following terms will be restricted to the definitions and explanations as given or as used in this research.

Bandwidth: Range of frequencies used to transmit signals or data.

Communication Channel: refers to the means by which the message is transmitted.

Communication Process: refers to the process of sending and receiving messages with attached meanings.

Decoding: retrieving and understanding send messages as intended.

Encoding: Sending clear messages.

Entropy: Measure of the rate of transfer of information in a particular message.

Effective Communication: refers to the accuracy of communication send, received and decoded and embraces feedback.

Efficient Communication: refers to the cost of communication.

Feedback: Refers to the process through which the receiver communicates with the sender by returning another message.

Noise: Refers to anything that interferes with encoding and decoding of messages by the receiver.

Physical Distractions refer to any aspect of the physical setting in which communication takes place that interferes with the communication process.

Psychological Distractions: Conditions that interfere with one's state of mind which in turn interfere with normal or required way of interacting of an individual at the place of work.

1.11: Organization of the Study (Chapter Outline)

The study was organized in five chapters. Chapter one presents an introduction which includes background of the study, statement of the problem under study, purpose of the study, objectives of the study, research questions, theoretical framework, assumptions of the study, scope and limitations of the study, definition of key terms and organization of the study. Chapter two incorporated the literature review while chapter three included the research methodology to be used in the study. On its part, chapter four consisted of data analysis and findings of the study. Lastly, chapter five included discussions, conclusion, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1: Introduction

In this section of the research, a review of the related literature on the subject under investigation is presented. There is a systematic identification and analysis of documents containing information related to the study problem. The review involved textual analysis of reports as well as documents by various authors that focus on factors enhancing effective communication in organizations.

Mugenda (2008) elicits that models and frameworks by writers are used to illustrate the various subtopics drawn from the objectives of the study. Upon the review of related literature the researcher attempted to establish the existing gaps to be filled in this study. The review is divided into four key sections that include introduction, organizational communication, the concept of effective communication and factors affecting effective communication at KLB.

2.2: Incorporating Effective Communication in Business

In this century, communication has attained a paramount position in all sectors of the global economy. As a result, many academic discourses have concentrated on its use in corporate organizations. Its importance in the application of marketing techniques in the corporate industry has been underlined. Presently, effective corporate communication is indispensable in the success of every business. As a result, major companies have identified its effect globally thus business giants worldwide like Standard Chartered, Barclays and British American Tobacco have employed effective communication strategies through their public relations departments and have greatly reaped of its fruits and continue to soar high

up in the business world. Cees Van Fombrun (2007), views corporate communication as activities of managing internal and external communication aiming at creating favorable starting points with stakeholders of the company. Effective communication promotes business growth as well as the competitive edge of any organization (Sriramesh and Vercic 2009).

Whereas the study of organizational communication is not new, it is only recently that it has been recognized as a field of academic study to a larger extent. This has mainly been in response to the ever-increasing needs and concerns of business. To this end, that all organizations, not just business organizations, have effective communication needs and challenges has been well underlined. According to Kraut et al. (2002), proponents of organizational communication training recognize that managers should be trained to not only be effective speakers but also to have good interpersonal communication skills. Caputo (2003) emphasizes on the need to harness effective communication skills to pass the intended messages through words or signals.

Managers should ensure the accessibility of information as it flows freely within the organization. This can only be realized when information is communicated effectively to all the employees. Thus the ability of all parties to communicate and transfer the necessary information meaningfully and resourcefully is vital for effective communication. In the light of this, it is worth noting that the communication process of any organization influences its position in the current ever-dynamic corporate world. This is particularly so since communication is inevitable for each and every business process. The growth of an organization is enhanced by the effective exchange of information and knowledge with the internal groups as well stakeholders.

Whereas Communication is arguably enshrined within the management processes of major organizations, its effectiveness is enhanced by a number of factors. These factors that rotate around the message being conveyed, its sender, the receiver or even the medium employed (Erven, 2001). Such factors can be broken further into micro-factors; this study investigated.

One main factor that contributes to effective communication is clarity of messages in the communication process. To state the message firmly and correctly, the sender needs to make the content and the metacommunication congruent. There has to be adequate grasp of key communication skills on the sender and the receivers' parts, (Glover and Rushbrooke 1985).

Clarity of messages reduces noise that interferes with messages. Noise can be divided into three types of interferences according to Bunnow (1999). These are external, internal and semantic interferences. Whenever messages are not clear, the sender leaves the receiver without clarity of his/her intention. The causes of unclear messages may be confusion on the thinking of the sender, or semantics among other factors.

Caputo (2003) has emphasized that the use of voice, gestures and symbols, words and sounds to enable communicators do their work effectively (verbal and non verbal cues). They assert that, if our voice is a primary index of our personality the sound of the voice can either add or reduce the effectiveness of the message on the audience. Most effective communication experts blend the elements of speech (tone, vocal, quality, pitch and pace) into seamless tapestry to come up with very effective messages (ibid).

Psychological state of mind of both the encoder and decoder is another key factor that contributes to effective communication. People, groups, events or things can be oversimplified conceptions, beliefs and opinions and it can replace thinking, analysis and open mindedness to new situations in organizations. As such employees in organizations can overlook messages on assumptions that they already know the meanings of such messages. Greene and Burleson (2003, p. 137) state that psychological discomfort may arise from people lacking some social skills. This may emanate from inadequate exposure and lack of a role model to emulate. This group therefore becomes challenged in effective communication. They see psychological problems as a source of deterioration of social skills that in turn hamper effective communication. Environmental stressors also do add to this state.

In addition, the choice of channel is crucial in the transmission of various messages. Correct channels enhance the effectiveness of communication. To this end, the sender should be sensitive to characteristics of the message whilst choosing a channel (Erven, 2001). Allocation in organisations is a major factor that contributes to ineffective communication. McQuail (2000) notes that here; information is distributed from a centre simultaneously to many peripheral receivers, which in turn give rise to limited opportunity for feedback. Inadequate feedback is reason enough to term the communication process ineffective.

The language employed in communication determines its effectiveness. Language in communication is a medium and for it to be effective it has to be shared and understood by the members in the communication process. In this regard, the choice of language determines the perceptions of messages by receivers. Proper use of gestures and symbols

enhance communication. Baltes et al (2009), recognize the importance of using gestures and symbols in special instances where for instance one want to communicate with the hearing impaired people. There could be employees of this special kind and effective gesture communication should be employed. Hand gestures are extensively employed in human non-verbal communication.

Another major factor enhancing communication is presence of feedback. This is underlined by the fact that feedback indicates how the message sent was decoded and perceived by the receiver. Further, feedback makes communication two-way without which communication is rendered ineffective. Organizations should also ensure that members of staff have good listening skills and interpersonal skills since poor listening skills hinder effective communication.

2.3: Organisational Communication

Organisations are termed as formal bodies engaged in a purposeful activity. Organisations exist with prescribed activities co-ordinated and controlled to achieve set goals through employing given strategies and guided by set objectives. All this is carried out through communication processes. The communication processes adopted by a given organisation are guided by the organisations culture, policies and bureaucratic set up (Glover and Rushbrooke 1983). Organisational communication plays the key roles of, aiding managerial performance, understanding and acceptance of work, leadership, objectives co-ordination, job satisfaction, saving on time and effort and aid in fostering positive image building through public relations (Saleemi and Bogonko 1997). Organisational communication helps in defining the organisation's mission, vision and goals with clarity (ibid).

Existence of effective communication within an organisation is determined by the organisation's structure, medium chosen to communicate and existence of feedback (Glover and Rushbrooke 1983).

The principles of effective communication may vary from organisation to another but basically they include firstly clarity of messages. Much attention should be put to avoid vague and ambiguous messages in organisations. Members of an organisation require adequate information for effective performance. Thirdly, right timing is important to reinforce utility of communication. Integrity is the fourth principle of effective communication within an organisation as it serves to achieve the organisational goals. Participation is of importance too in effective communication as it helps promote mutual trust and confidence between the sender and receiver of messages. Strategic use of the grapevine cannot be down played as it supplements and at times strengthens formal channels of communication. The system of communication chosen should be flexible to aid the organisation adjust to the changing requirements facing the activities of the organisation. The communication model or channels chosen should be affordable but tailor made to suit the communication problems and requirements of the organisation (Saleemi and Bogonko 1997).

Glover and Rushbrooke (1983) emphasize the need for each organisation to set its communication objectives that should be done in a policy manual and it should constantly be updated or else it will lead to inability to cope with non-routine matters where guidelines have not been drawn. Mullins (1985) describes policy as developed guidelines formed within the frameworks of goals and objectives that provide the basis for decision making and the course of action to be taken in order to achieve set objectives. He further asserts that without a policy statement and an explicit strategy, management and

expansion of organisations becomes difficult as staff end up working at cross-purposes. Success in business competitiveness and dynamic external environment calls for development of strategic communication and a corporate strategy to help the organisation cope with pressures and demands of change. Policy and strategy help in defining plan of action as well as coordination and control of activities within the organisation (Mullins 1985).

An organisation can choose to communicate effectively through the designs of; chain, wheel, circle or all-channel communication. In hierarchical organisations mainly chain communication is chosen and he advises that shorter chains be adopted as this reduces message distortion. In wheel communication, staff should be willing to share information freely or else gate keeping takes the upper hand here and information may be sifted to guard personal interest. In the circle communication designs, it is advised that a clear terms of reference be defined to guide processes as lack of it will cause confusion and limit effective communication. Finally, all channel design is the most effective in communication within an organisation as it permits cross communication that prevents distortion of information. However, one key arbitrator should guide it to co- ordinate and control. That is why companies need to have a communication's person performing this function (Glover and Rushbrooke 1983).

Effective communication is born from effective management whose objectives are rooted in establishment of key tasks, identifying performance standards, setting objectives, identifying constrains and deciding on the plan of action within an organisation. Once the management objectives have been achieved, effective communication will have been achieved too since it is a major branch of management in organisations (Mullins 1985).

A highly effective organisation is defined by the results it has which portrays the management style employed as all activities of an organisation are run primarily through effective communication. Processes, work schedules objectives should also be communicated to employees in ways and using channels that can be easily understood. Employees on their part should conveniently and freely communicate their feelings about work as this depends on the feedback mechanisms put in place to enhance effective communication. (Armstrong 1996).

Communication within an organisation is seen to take four perspectives namely; skills, techniques, systems and attitudes (Harlow 1967). Whether effective or not, communication is at the heart of many interpersonal problems faced by managers in organizations. Infante (2003) observes that organization members perform communication activities to reduce uncertainty of the environment.

There are four main communication media namely; speech, written communication visual communication and non-verbal communication. An organization does carry both internal and external channels of communication. Visual communication is key to effective communication as it takes mainly the sense of sight. It may also be developed through the use of words to reinforce the message being communicated (Glover and Rushbrooke 1983). Although it may be categorized as a type of communication a greater percentage of it blends with the other forms or types of communication. For instance, if one wants to read, decode non-verbal cues, and interpret a picture will use the sense of sight. With this understanding it is important to note that popular communication materials like flyers, use of graffiti, suggestion boxes, leaflets and brochures is key to effective communication

within corporate organisations. Visually, employees to express their inner feelings can use graffiti, which is a form of communication. It may be done publicly but mainly it is normally placed in private strategic places in organisations by employees. Suggestion boxes may too serve the same purposes as they serve as an alternative private means of communication as mainly anonymity is used. According to Clair (2003) graffiti is the main original form in which a less free society or people can express themselves and it is different from wall paintings.

One other major form that effective communication may take in an organization is use of brochures. Brochures should be made with a subject of interest, should answer basic questions and communicate information easily not technically (Kolin 1998). Effective brochures serve the purposes of convincing, urge a customer to try a product or service, explain a policy or encourage behavior change. In so doing, brochures communicate specified information to users of the brochures. Key among the considerations one should have is to understand the literacy levels of the users so the brochures so that effective messages are designed. Brochures are good within an organization because they are developed through a team's effort (ibid)

According to Kolin (1998) newsletters may also be used to communicate effectively with employees of an organization. In newsletters, employees may be informed of certain issues within the organization. Specific needs of the audience are looked into and communicated easily.

Posters and flyers also do take another form in which effective communication can occur within an organisation. They can be displayed to form part of the organisation's communication strategy and plan. They form a great advantage when they are mailed; they are durable and will carry coherent themes all the time. Once developed with a strong

concept of words or graphics they become durable as long as they are kept simple and straightforward. Good flyers and posters apply the 'kiss' formula; 'keep it simple and straight forward' (Madison 2009).

A company logo on the other hand is a symbol that identifies the organisation and asserts the concept of brand recognition. It creates a strong position of a product or organisation if well positioned in the market. It provides instant recognition of a product. Banners on their part are used strongly for advertising. They communicate brief structured messages regarding an activity, event, product, service or and organisation (Lindstrom and Kotler 2010).

Using the internal channels of communication, they can employ the downward, upward or lateral mode of communication. The choice of mode to be employed in communicating defines the unique effectiveness of the communication style of the organization (Glover and Rushbrooke 1983).

The downward mode entails communications of instructions from seniors downwards. Through this mode, most communication is written and presented officially. Oral communication is embraced mainly when senior members of staff want to praise, blame or reprimand. In the downward mode, the same channel is used as subordinates pass reports, suggestions and complaints up the hierarchy. This mode can only be enhanced if effective feedback is embraced. Inadequate feedback can only create discouragement and limited communication.

Lateral channel consists of information flow within departments and interdepartmentally. This encourages practical liaison between the departments. It promotes cooperation (ibid).

These three modes may fail to pick up adequately in corporate organizations and this detours effective communication. Employees, impatient for information tend to break away from strict lines. The conversation in the corridor or the quick telephone call offers short-term communication convenience at such a point. In the long run, rumors and grapevine find entrance into an organisation and can be damaging to effective communication (Glover and Rushbrooke 1983).

Rumors and gossip commonly termed as grapevine form the fourth and informal mode of communication. Researchers have found out that 90% of the informal information that circulates within an organization bears some truth. Though perceived with a negative connotation the grapevine (which exists in many organizations) can form faster and quicker orientation for new staff joining an organization. It can also serve managers to benefit their own ends by depositing counter information to the existing information so as the information is adopted it lays ground for future discussions, as employees would have slept over the information. (ABE and RCC 2008).

Having noted the above, employees are required to communicate effectively. Studies conducted globally indicate that organizational top management, almost consistently, are of the view that the most important skill for managers is good communication skills (Barrett, 2006), although they may do this at the expense of their subordinates and the organization as a whole. Past studies have revealed that managers spend most of the day (70 to 80 percent of their time) undertaking communication tasks (Eccles & Nohria, 1991). Presently, the emergence of internet based communication and cell phones means that managers spend even more time communicating. In this regard, the amount of time spent by managers communicating lays emphasis on the importance of effective

communication. In addition to internet based communication and phones, organisations are further developing communities of practice which are groups of people within the organisation who deepen their knowledge and expertise in a certain area within the organisation (Robbins and Coulter 2005).

2.4: Communication at KLB

Position in Organisational Chart	Level of Staff
Board of Directors	N/A
Managing Director	N/A
Heads of Departments	10
Assistant Heads of Departments	9
Middle Level Managers	8
Supervisors	7
Unionisable staff	6 and below up to 1

Adopted from KLB Organisational Structure 2011 courtesy of HR Department

Table 2.1

Most communication at KLB follows the above structure. Official communication trickles down from top line management to the lower cadre staff. The downward mode of communication is the one mostly adopted. Official communication at KLB takes the form of letters, memos, meetings and electronic mails.

Other communication documents do exist in the form of Standard Operating Procedures (SOP) per department. Communication is also contained in the Scheme of Service guidebook, which guides the employee on issues of human resource and work appraisal. The Strategic Plan (2010 – 2015) carries the plan of action for activities that KLB is currently carrying out. The SOP manual at KLB is fundamental to its communication

processes as it clearly outlines all key operations carried out in each department and this helps employees not to depart from the norm as well as keep organizational coherence. The nine objectives outlined in the SOP enables KLB to achieve high performance status as well as organizational synergy which is an advantage to successful and profitable businesses.

Other forms of communication take place in formal and informal meetings. During the induction process for new employees, communication process and avenues are introduced to new employees. Some members may be informally inducted about what happens at KLB through stories from older members of the organisation through what Wood (2003) terms as corporate stories. According to Wood (2003) corporate stories serve the main function of socializing new members into the culture of an organisation. When these stories are told over and over again, they help foster feelings of ties among employees and this helps vitalize the organizational ideology.

2.5: Effective Communication

In simplicity, communication is the verbal or non-verbal transmission of meaning from either one person to another or to numerous people. Usually, the communication that occurs from one person to another is presented in a simple triangle composed of the context, the sender, the message as well as the receiver (Barrett, 2006).

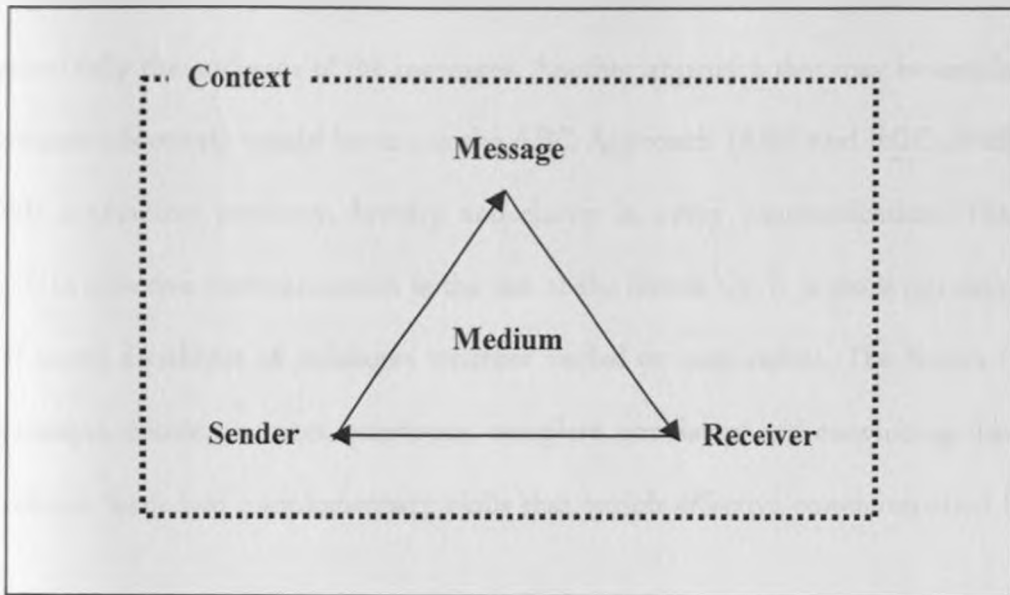


Figure 2.1: Simple Communication Triangle (Barret, 2006)

Figure 2.1 shows what simple and ideal communication would be like. Communication would be effective. In this case, the sender understands the context as well as the receiver (target audience). Consequently, he/she selects the right medium (channel) and sends a clear message. On his part, the receiver decodes and understands that message precisely as was intended by the sender. The receiver responds to the sent message through feedback to the sender. This qualifies to be termed effective communication.

Effective communication embraces an array of approaches. Whatever the case, communicators have to do so clearly to eliminate ambiguity. The receivers' needs are a key factor in designing messages. At the onset of communication, the sender should be in a position to put into account the needs of the recipients, for instance what time is needed to accomplish the task, how much workload does the receiver have, tone used, content, structure of the communication among other needs.

The language needs of the receiver have to be put into account. The sender needs to understand fully the audience of the messages. Another approach that may be employed to communicate effectively would be to use the ABC Approach (ABE and RCC 2008). This approach emphasizes accuracy, brevity and clarity in every communication. The other approach to effective communication is the use of the Seven Cs. It is more developed and looks at seven attributes of messages whether verbal or non verbal. The Seven Cs are, clear messages, concise, correct, courteous, complete, consistent and convincing. Listening and feedback form two complementary skills that enrich effective communication further (ibid).

2.6: Factors Affecting Effective Communication

Communicating effectively can be affected both positively and negatively. The positive factors do enhance communication whereas negative factors hinder effective communication. In reality, a number of factors enhance effective communication as elicited in the diagram below. Although the factors can be viewed from different angles, this study narrows down the major explicit ones. In this regard, Figure 2.1 can be adapted; to illustrate what happens when various factors enhance effective communication. These factors straddle across the sender or the receiver(s).

Context

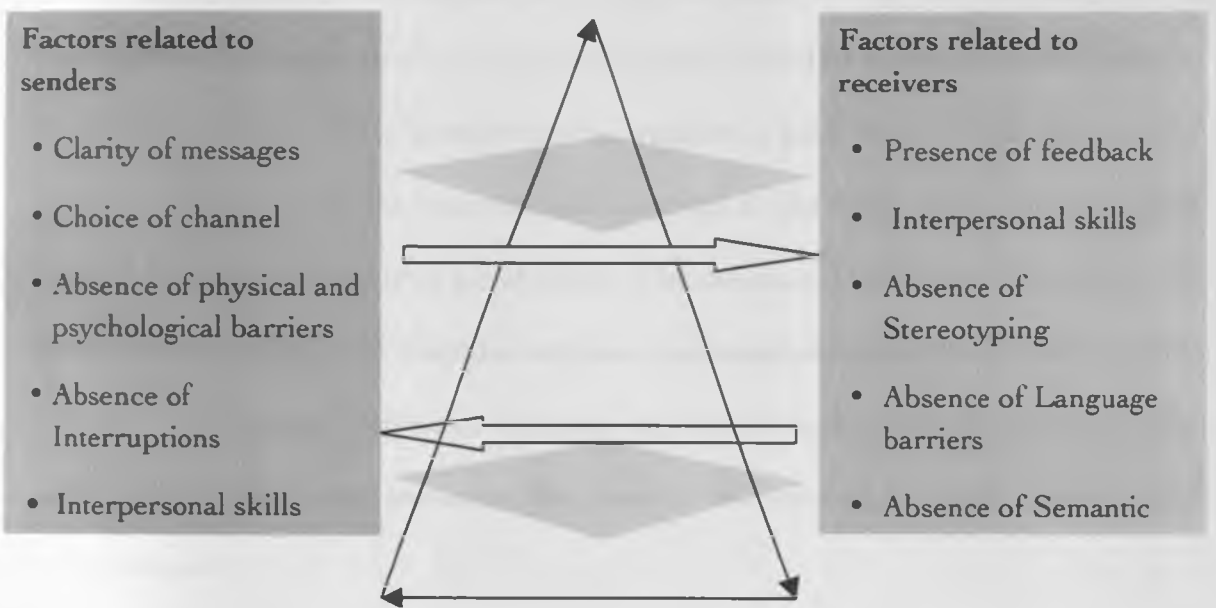


Figure 2.2: Factors enhancing Effective Communication, adapted from *Leadership Figure Communication Approach* by Barret, D.J 2006, p 4

Senders of messages such as managers and communication officials should communicate clear messages. They should also communicate through the right channels (media). External factors such as physical barriers and interruptions should also be curbed during the communication process. In this case, the effectiveness of the intended communication is enhanced. On their part, receivers of messages ought to possess good listening skills. They should also be devoid of language barriers or cultural stereotypes. Such factors, including presence of feedback, enhance effective communication. It is imperative to note that all the factors elicited above do not work entirely individually and are related to both sender and receivers concurrently. In this accord, Figure 2.2 is a simplified model and the interplay of the various factors may be complex in reality.

Barrett (2006) elicits that complication in communication stems from interruptions in transmission. This is irrespective of whether they are caused by the sender or the receiver. Factors such as the context in which the information is sent, the surrounding noise, the medium (media) chosen; the choice of words as well as the image of the speaker among others determine the success of conveyance of the meaning intended to the receivers. To this end, the foundation of effective corporate communication involves learning to: deal with any interruptions, appreciate contexts, and understand recipients, select the right media and to issue clear messages that convey the meaning to specific receivers as predetermined.

Clarity of Message

The clarity of messages is of profound importance in the process of effective communication. Often, communication in corporate organizations is either ambiguous or vague. In the backdrop of this, various staff might poorly decipher the messages issued within the communication processes of such organizations (Bugental et al., 1970). This phenomenon can be termed as miscommunication resulting from muddled (unclear) messages.

Another factor contributing to unclear messages is the use of two or more conflicting channels. Semantics is however the major cause of unclear messages. It causes managers to either communicate in incomprehensible ways or to give contradictory feedback (Laplante & Ambady, 2002). The words chosen, how they are used, and the meanings attached to them affect how members of staff comprehended them. This stems from the fact that a word may mean different things to different people. For example, organizational jargon

such as increased productivity; efficiency and performance contracting are examples that might mean one thing to a manager and something different to a junior member of staff (Lunenburg, 2010). In this regard, managers should emphasize contextual meaning in ensuring that all the issuance of clear messages is buttressed.

Interpersonal Communication Skills

Interpersonal communication involves both the senders and receivers of messages. The skills required to make this process effective are learnt. They need to be deliberate. Attitude towards self is critical to the success of excellent interpersonal skills (Wahlstrom 1992). Positive self-regard yields high interpersonal skills. Employees with low self-regard minimize communication with others because of negative voices that play within them. Messages of mistrust to their surrounding and colleagues misguide them and this can easily culminate into some form of conflict which detours effective communication.

Skillful active listening to messages is another component of good interpersonal skills. Research indicates that we spend more time listening than engaging in any other form of communication behavior. We speak at the rate of 100- 150 words per minute for average speakers. We listen at the rate of 450 – 600 words per minute. The difference between the two speeds allow for lag time, which allows us to internalize messages (Pelt 2000). We listen at 45%, speak at 30%, read at 16% and write at 9% (Wahlstrom 1992). One can therefore purpose to listen effectively as long they deal with distractions and withhold judgment. For one to be termed a person with good interpersonal skills, one needs to listen for enlightenment (ibid).

Keeping eye contact is seen as a way of keeping the non-verbal cues of communication alert both for the sender and the receiver. One needs to be certain about the body language acceptable within a certain context. Infante (2003) observes six motives for engaging in interpersonal communication but three apply and these are: control, inclusion and relaxation.

Absence of Physical Distractions and Interruptions

Effective communication is enhanced by the absence of physical distractions and interruptions. There are various causes of physical distraction in an organization. These include telephone calls, unexpected visitors, physical distances, walls, radio static etc. Although many employees take physical barriers for granted, it is important to remove them. This is as a result of the immense impact they pose to the effectiveness of communication in organizations. Whereas wall can be physically removed other interruptions such as telephone calls and unexpected visitors can be removed through laid down instructions in the work place. The organization can also utilize appropriate choice of media to reduce the physical distance between employees (Lunenburg, 2010).

Absence of Cultural Stereotyping

Dealing with cultural stereotypes is paramount in enhancing effective communication. Allport (1958) defines stereotypes as overgeneralizations of the characteristics and/or behaviors of a group that are applied universally to individuals of that group. It has been established that stereotyping is a major hindrance to effective communication (Leonard & Locke, 1993). In this regard, since tribal, racial and sexual stereotypes have negative impact effective communication, they are barriers that managers have to endeavour to overcome. In order to promote effective interethnic/interracial communication, it is

paramount to consider others as individuals while still being aware of general cultural norms (Leonard & Locke, 1993).

Choice of Medium/Channel

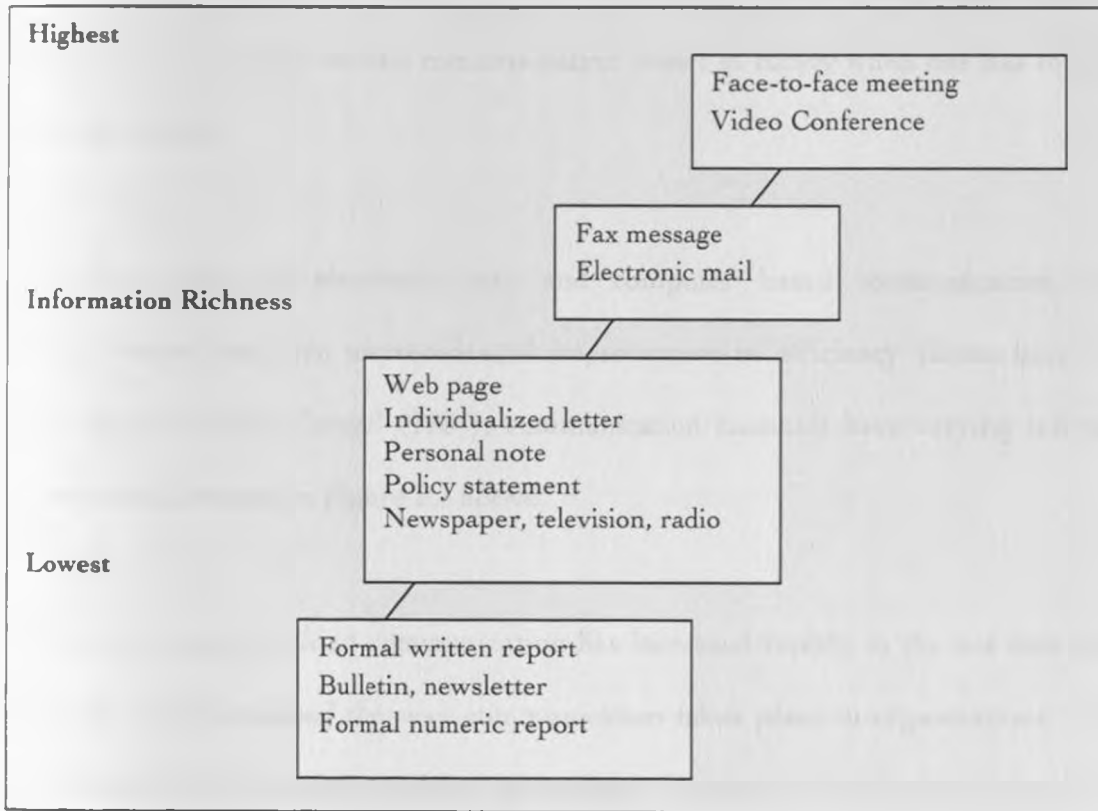


Figure 2.3: Communication Channels, Source: Guo, K. L. and Sanchez Y. (2003). "A study of the skills and roles of senior level healthcare managers" in *The Healthcare Manager: Florida International University in Miami, Florida*

Selecting the fitting channel of communication is paramount within the process of effective communication (Guo, 2003). Channels can be defined as the means through which messages are transmitted. Channels are divided into two types-verbal and nonverbal.

With technological changes, the use of the various types of channels of communication has seen dynamic changes.

Verbal communication includes dialogues that offer mostly immediate feedback. In organizations, verbal communication includes meetings. Choice of face-to-face meetings can have immense effects on the effectiveness of communication. In this case, sufficient information is transmitted, employees can transmit their emotions and immediate feedback is enabled. On its part, written communication comes in handy when one has to describe technical details.

With the advent of electronic mail and computer based communication, written communication has seen unprecedented improvement in efficiency (Lunenburg, 2010). According to Daft & Lengel (1984), communication channels have varying information richness as illustrated in Figure 2.3 above.

The use of computer-aided communication has increased rapidly in the last two decades. This has revolutionised the way communication takes place in organizations. Studies have shown that electronic mail has increasingly become the preferred computer based channel of communication by many organizations (Lunenburg, 2010). This is born out of the fact that e-mail allows messages to be generated easily. In addition, messages cannot only be saved but can also be sent to many recipients concurrently. Readers can also choose which messages to read first and those to read later. It is worth noting that there are various problems that are posed by e-mail messages. These include overloads of information, transmission of computer viruses as well as spamming. Electronic mails also have the inability to transmit emotions.

As such, recipients can easily misinterpret the tones of the message and generate misunderstandings. To counter this, experts have gone an extra mile to develop icons to

designate the emotions of senders in e-mail messages (Peck, 1997). Training on Internet based communication has been suggested to reduce the detriment on emotionally charged messages and disrespect (Extejt, 1998). Such training has been termed netiquette. It bars e-mail messages from being more than 25 lines. In addition, senders are encouraged not to use-mail for sensitive issues.

Non-Verbal Communication

On its part, nonverbal communication can be defined as the sharing of information without the use of words. Nelson & Quick (2003) elicits that the basic forms of nonverbal communication are: kinesics, proxemics, facial/eye behaviour and paralanguage. Kinesics is concerned with use of body language to transmit messages and meanings.

Proxemics is the study of the use of space in social interaction and its significance. Although facial and eye behaviour is an important form of nonverbal communication, it may have different meaning to people with diverse cultural backgrounds. The other form of nonverbal communication is paralanguage. This is concerned with the quality of voice, volume, pitch and rate of speech. Non-verbal cues can affect the effectiveness of the communication process. Different people will interpret such cues differently based on their own perception (Lunenburg, 2010).

A manager needs to know whether verbal or non-verbal communication should be used before deciding which channel to settle on (Lunenburg, 2010). To this end, selecting a befitting channel of communication is one the most important parts of the communication process. Various channels of communication result in the transmission of information of different volume and diversity. Further, understanding the symbolic meaning and the

richness of the information in messages is essential in understanding the suitability of a channel of to be used to communicate effectively.

Semantic Noise - Removing Language Barriers

The efficient use of language is vital in enhancing effective communication. On the other hand, cross-cultural communication research has revealed that language is a major communication barrier. This is a result of distortion in communication, delay or failed transmission especially for people of diverse language backgrounds. In some countries limited skills in English inhibits some business ventures as well as inter-corporate cooperation. Language barriers have been found to hinder close personal ties between employees. In some cases, they can bar employees from seeking advice from managers. It also hinders employees from promptly accessing vital information and slows down the decision-making process (Andersen & Rasmussen, 2002). As such, managers should endeavour to remove language barriers so as improve the effectiveness of communication in their organizations.

Presence of Feedback

Within the communication process, feedback is termed as the response to the sender's attempt to send the message (Erven, 2001). Feedback is vital in determining whether the message was received in the form it was intended. It is worth noting that the receiver of the original message determines the choice of the channel for the feedback. To this end, the receiver may choose a channel for feedback that immensely differs with the original channel used by the sender.

Krauthammer International (2001) in a study of European corporations found out that the majority of company executives have inadequate capacities for handling feedback from members of staff. For these managers, only 14 percent sought feedback from staff during communication processes. For the rest, a large majority of 47 percent elicited that managers only sought their opinions sometimes. Those who indicated that their opinions were sought very seldom or never at all were 32 and 7 percent respectively. In the same study, it was found out that only 42 percent of the feedback obtained was utilized. For a quarter of the managers (26%) the feedback obtained was actually acknowledged but that no resultant action was taken. Whereas feedback is often underestimated, ensuring that it is effectively used is one sure way of enhancing effective communication.

Poor Listening Skills

Listening is an essential skill for managers in corporate organizations (Barrett, 2006). Erven (2001) elicits that poor listening skills is an important barrier to the effectiveness of communication. Manager should have one of the important listening skill-they should be prepared to listen. Managers should be prepared to lock out other organizational and personal problems to concentrate on the immediate problems. During the communication process, listeners should search meaning from what the speaker is saying. Many listeners are prone to interrupting the speaker- an indication of poor listening skills. To this end, listeners should wait until the speaker finishes the message before passing their evaluation and judgment. Active listening is essential to the effectiveness of the communication process. It enables the speaker to give the best of the intended message (Erven, 2001).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1: Introduction.

While performing specific study operations researchers employ techniques to enable them collect data and establish replicable verifiable truths about a case, phenomena or topic. This is summed up as methodology according to (Kothari 2004). A researcher selects methods, which includes selecting and constructing research techniques. In research methodology, the processes employed document reasons for using particular methods or techniques rather than using other methods (Mugenda 2008). Through research techniques, the researcher performs operations such as observation, recording data and analysis of data using clearly defined steps.

3.2: Research Methodology

Therefore, one can state that, research methodologies entail the systematic use of methods and techniques; to help solve a research problem. The methodologies are important since they help achieve systematic verifiable truths about the problem under study. They also help present the problem under study logically (Kothari 2004). Research Methodology can be grouped in various ways depending on the approach that a researcher takes. It may be based on type of data and method used to collect the data (Mugenda 2008). Kothari 2004 notes that the key categories are conceptual versus empirical, quantitative versus qualitative, fundamental versus applied and finally descriptive versus analytical. Social scientists thus have classified research mainly into qualitative and quantitative. Quantitatively research seeks to quantify social phenomena by collecting, analyzing and interpreting data whereas qualitatively research seeks to refer to a variety of approaches conducted in natural settings to find out some scientific truths.

A survey employing extensively descriptive research was the basis of this research. This is due to the *ex post facto* nature of descriptive research since it terms things the way they are. It further enabled the researcher discover certain causes and report about the variables under study. Analysis of already existing data at KLB aided the research in terms of making critical evaluation decisions. This research thus, employed mainly quantitative methods coupled with qualitative methods of research.

3.3: Research Design

A research design outlines the processes that help collect data and analyse it (Kothari 2004). On his part, Mugenda (2008) views a research design in terms of conceptualization of the problem under study bearing in mind the methods to be used in collecting and analyzing data. He identifies descriptive, correlation and experiment based research designs. This study employed a descriptive survey. A descriptive survey was chosen since it can be used to establish a range of issues affecting employees (Mugenda 2008). This is very relevant to KLB since it has quite a substantial number of employees. In descriptive surveys, an attempt to describe the relationship between variables, the testing of hypotheses and development of generalizations principles or theory that have universal validity was made. In a descriptive survey, the researcher does not manipulate the variables nor decide who receives a treatment for events to happen; hence in surveying the factors that affect effective communication at KLB, this was one of the best designs (Best & Kahn 1993). In addition, descriptive survey can produce statistical information and aspects of corporate communication of interest to policy makers and managers (Borg & Gall 1989). Since it targeted a category of employees, the study fitted within the cross-sectional sub-topic of descriptive survey design. A Questionnaire was used together with

library review of organizational communication materials at KLB to collect data required for this study.

3.4: Target Population

The study covered the 6 departments and two support units at KLB. A total of 24 respondents were drawn from KLB's 214 work force. To this end, at least 10 percent of staff departmentally together with their respective assistant departmental heads was chosen to take part in the study. The office of the Managing Director operates with two key units (Legal Affaires and Audit) with unit heads who are regarded as Heads of Department. The table below shows the distribution of staff per department at KLB.

Department	Total number of staff	Sample to be used (10%)
Corporate Services	89	9
Production	58	6
Publishing	22	2
Finance	16	2
Sales and Marketing	16	2
Human Resource	5	1
MD's Office - Support Units:		
Audit	5	1
Legal	4	1
TOTAL	214	24

Table 3.1: Data provided courtesy of HR Department KLB as at April 30th 2011.

3.5: Sample and Sampling Procedures

The process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristic found in the entire group is called sampling (Orodho & Kombo, 2002). A simple systematic sampling procedure was used to select the sample sizes of KLB's employees to be used for this study. The technique entails direct selection of elements from the sampling frame (Mugenda 2008). Table 3.1 shows this list that was used as the sampling frame listing total employees departmentally arranged hierarchically from the senior most member of staff in the Department to the junior most member of staff. Thus the first k^{th} element who is the Assistant head of department was chosen, where; $k = N/n - k = 214/24$ (Mugenda 2008). A sampling frame was developed to contain the 214 permanent employees of KLB. Kasomo (2006) says a sample of 10-20% is best for descriptive survey and using it, the researcher sampled the 214 employees of KLB.

Two major approaches help researchers determine the sample size, firstly, to specify the precision of estimation desired then to know the exact sample size necessary and secondly by use of the Bayesian statistics. The study utilized the first approach since it gives a mathematical solution (Kothari 2004). An optimum sample was used since it fulfills efficiency, representativeness, reliability and flexibility required in a scientific study (Kothari 2004). Systematically, the six assistant heads of departments were selected. The other respondents per department were selected using random numbers where each member stood an equal chance to be chosen. Staff identification numbers instead of names were used at this stage to avoid any biasness.

By using the sample, the study embraced inference with emphasis laid on statistical assumptions so as to enable the researcher generate valid conclusions (Mugenda 2008).

3.5.1: Validity

The validity of instruments represents the degree to which a test measures what it purports to measure. According to Barrow and Millum (1989) it is also the degree to which instruments reflect adequacy or appropriateness. Therefore a questionnaire is said to be valid when it has the ability to measure the parameters intended. To ensure the validity, the researcher gave the research instruments for appraisal by the supervisor and paid heed to the comments given. A pilot study was carried out to pre-test the data collection instrument and any other logistics required for actual data collection.

3.5.2: Reliability

Reliability is used to measure the consistency of results. In simpler terms, if one administers a test twice, does he get the same score on the second or subsequent administration as the first? Reliability was ensured by a test-retest and/or coefficient of stability method (Orodho, 2005). The researcher used the Pearson's Product Correlation Moment Formula to compute the co-efficient in order to establish the extent to which the content of the questionnaires shall be consistent in bringing out the same responses every time they are administered.

3.6: Data Collection Procedures

The researcher with the help of an enumerator developed a data collection instrument for both the pilot and the main study. Both primary and secondary data was sought in this research because one can only strengthen the other (Mugenda 2008). As stated earlier, the research employed a questionnaire as the main instrument of data collection coupled with

analysis of KLB communication materials for the secondary data. The questionnaire employed (see appendix 1) shows the detailed questions used. There are two types of questions used; the open ended which allow for brief explanations, have to be coded and the close ended questions which already have multiple choice answers and offer greater uniformity of responses and are more easily processed. The Likert – Type – Index questions were also employed (Babbie and Baxter 2004). The reverse funnel format and the coherence order of questions were used in this research to order the questions. Contingency questioning was also employed.

The questionnaire was chosen for this study since the population for this study was large and only a sample was drawn from the total population to find out certain representative parameters of the population. The questionnaire was self-administered. Another reason is because the respondents had time to give well thought out answers and finally because the questionnaire method is free from biasness of the interviewer (Kothari 2004). The secondary data sought was carefully selected since the documents involved were the current standard operating procedure manuals from every department at KLB. KLB operates as an ISO: 2008 certified organisation so the procedures are updated from time to time. The other documents are the current Strategic Plan and the Scheme of Service.

3.7: Data Analysis Techniques

The raw data collected was pre-processed, developed, coded, stored and analyzed. Both SPSS (Statistical Package for Social Sciences) and spreadsheets (Microsoft Excel) were used in computing descriptive statics (frequencies, percentages and correlations) at a significant level of ($\alpha= 0.05$) and recommendations and discussions were according to the findings. The bivariate Pearson Product Moment was employed as a measure of association. This indicates a relationship among variables that gives hints to existing

problems. Intervention measures that are variable specific have been designed to address such problems. For example, inadequate information and communication technology skills were found to be contributing negatively to effective communication, and then training of staff to enhance these skills is highly recommended to address this factor. If the measured variables were on the ordinal scale, the Spearman's Rho correlation co-efficient was used to evaluate existing relations among employees in terms of effective communication and the variables. Here for instance, face to face topped the list of most preferred channel of communication and thus an indicator that it should be the most used method to communicate crucial issues for example both long term and short term targets.

3.8: Ethical Considerations and Permissions Required

Since the research was conducted in an organisation, the researcher scheduled a formal meeting with the Chief Executive Officer of KLB to seek permission to carry out research in the organisation and permission was granted. The researcher sought permission also from the Human Resource Manager to allow employees to take a few minutes (scheduled time) and respond to the questionnaire they had received. Further, a student introductory letter from the University of Nairobi (UON)-(SOJ) had been obtained to enable the researcher and the assistant carry out data collection at KLB.

CHAPTER FOUR

4.0: DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1: Introduction

The purpose of this study was to survey the factors affecting effective communication in corporate organisations case study of KLB. The case study of KLB was purposively chosen due to the accessibility of the organisation, information from the organisation to the researcher and the time frame within which the research was to be carried. In this chapter final findings that were based on quantitative and qualitative methods of data collection and are comprehensively and systematically presented, have been discussed and interpreted. The discussions and interpretation are linked to the five research questions outlined in chapter one of this research. The discussion links this study to the conceptual framework where the findings are compared to the extensive literature that was reviewed. Information communication theory strongly informed this research thus the discussion focuses on this theory. The analysis is presented using charts, graphs, and frequency tables all done in percentages. The secondary data collected is presented in form of discussions.

4.2: Actual Population of the Study

The 24 employees that were sampled for this study came from the six departments at KLB and the two units supporting the Managing Directors office. This sample figure was obtained from combining systematic sampling and random sampling. However, there were more willing participants and the researcher increased the sample size through sampling procedures from 10% to 15% as earlier stated by Kasomo (2006) that a sample of between 10- 20% would be good enough. A total number of 32 questionnaires were given to the selected sample. 26 questionnaires were returned bringing the percentage response to 81%.

4.3: Data Analysis, Interpretation and Discussions

Overview:

The purpose of this study was to survey the factors affecting effective communication in corporate organisations case study of KLB. The case study of KLB was purposively chosen due to the accessibility of the organisation, information from the organisation to the researcher and the time frame within which the research was to be carried. In this chapter final findings that were based on quantitative and qualitative methods of data collection are comprehensively and systematically presented, discussed and interpreted. The discussions and interpretation are linked to the six research questions outlined in chapter one of this research. The discussion links this study to the conceptual framework where the findings are compared to the extensive literature that was reviewed. Information communication theory strongly informed this research thus the discussion focuses on this theory. The analysis is presented using charts, graphs, and frequency tables all done in percentages. The secondary data is presented in form of discussions

4.4: Demographic Factors

Demographic factors sought to find out the following variables about the employees at Kenya Literature Bureau: gender, age and education backgrounds. The following were the findings obtained.

There is an almost equal representation of male and female staff members at the organisation with slightly more females at 52% and the rest, 48% being male staff members. One of the respondents did not indicate his/her gender. The table below summarizes the results.

		Frequency	Percent	Valid %	Cumulative %
Valid	Male	12	46.2	48.0	48.0
	Female	13	50.0	52.0	100.0
	Total	25	96.2	100.0	
Missing	99	1	3.8		
Total		26	100.0		

Table 4.1: Gender of respondents at KLB: Males 48% and Females 52%

In terms of age, it was found out that most employees at KLB are between the age of 30 and 39 years. This indicates that the organization has a more young and energetic staff. Specifically, employees in the age bracket of 35-39 are the majority at 32% followed by those in the 30-34 years at 20%. The rest are as follows: 40-44 and above 50 years brackets each at 16%; 25-29 years at 12% and the fewest age bracket at 4% being that between 45 and 49 years. About 4% of the respondents did not give information about their age.

However, the results revealed that there are fewer older male employees than female employees although a majority of those above 50 years of age are male employees. The vice-versa is also true that there are more young male employees than their female counterparts. The table 4.2 and Figures 4.1 below summarize this information.

		Frequency	Percent	Valid Percent	Cumulative %
Valid	25-29 yrs	3	11.5	12.0	12.0
	30-34 yrs	5	19.2	20.0	32.0
	35-39 yrs	8	30.8	32.0	64.0
	40-44 yrs	4	15.4	16.0	80.0
	45-49 yrs	1	3.8	4.0	84.0
	Above 50 yrs	4	15.4	16.0	100.0
	Total	25	96.2	100.0	
Missing	99	1	3.8		
Total		26	100.0		

Table 4.2: Age of staff members at KLB

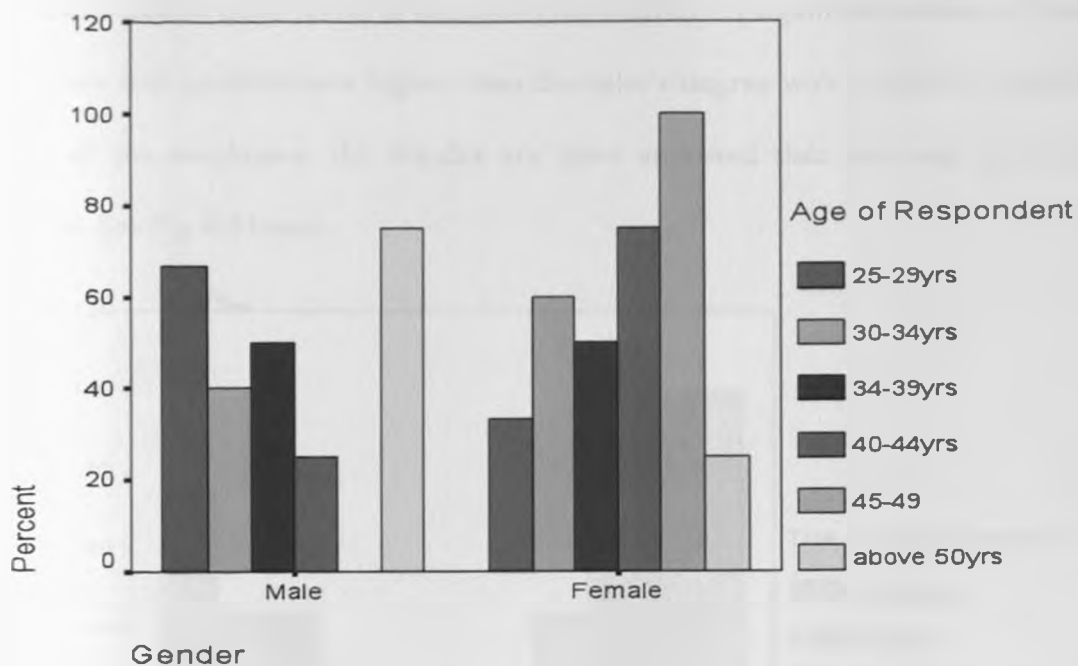


Fig 4.1: Variation between Age and Gender of KLB staff

	Frequency	Percent	Valid %	Cumulative %
Valid Master Degree	1	3.8	3.8	3.8
Any Other Certificate	1	3.8	3.8	7.7
Diploma	4	15.4	15.4	23.1
Bachelor's Degree	9	34.6	34.6	57.7
Total	11	42.3	42.3	100.0
	26	100.0	100.0	

Table 4.3: The Highest level of Education of Respondent

Data about the highest academic qualification of respondents was summarized in table 4.3 shown on the previous page.

According to the statistics, about 50% of KLB employees are well educated holding a bachelors degree and above. The rest hold either diploma or certificate qualifications.

Precisely, 42.3% have bachelors' degree, 34.6% have diplomas, 15.4% have certificates and

3.8% have acquired other levels of education respectively. A significant number of female respondents had qualifications higher than Bachelor's degree with a general impression that, of all the employees, the females are more educated than the male ones in all categories. See Fig 4.2 below.

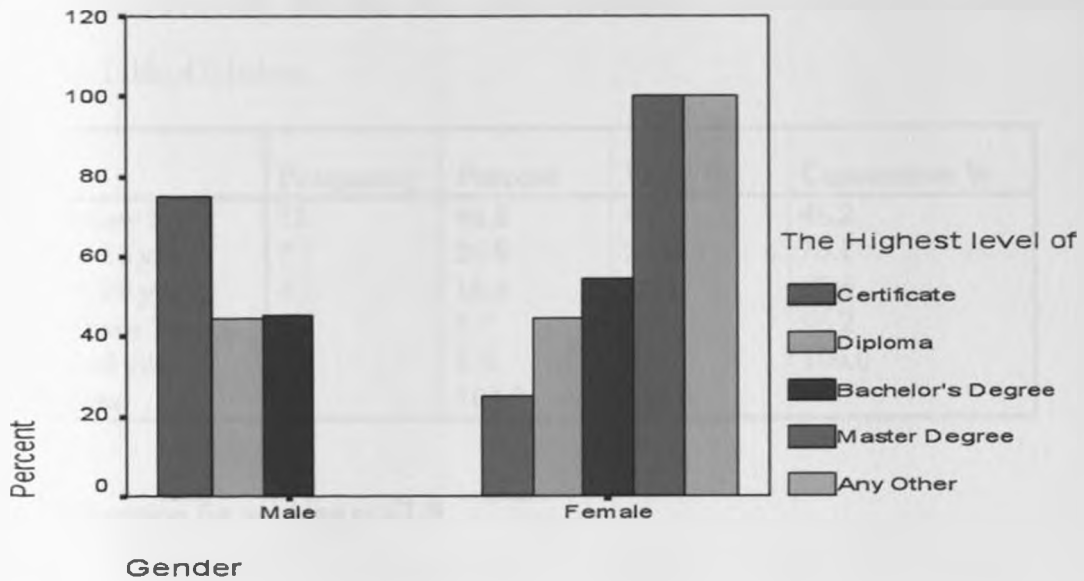


Fig. 4.2: Comparison between male and female staff highest education qualifications

4.5: Employment Details

In this section, the research investigated two major variables in relation to employees experience and scales.

The results for employees' current salary scales are summarized in the table 4.4 below.

	Frequency	Percent	Valid %	Cumulative %
Valid Scale 7	8	30.8	30.8	30.8
Scale 8	7	26.9	26.9	57.7
Scale 6	5	19.2	19.2	76.9
Scale 9 and above	3	11.5	11.5	88.5
Scale 5 and below	3	11.5	11.5	100.0
Total	26	100.0	100.0	

Table 4.4: The Current Employment Scale

From the data, it can be seen that there are more employees in scale 7 comprising of 30.8% followed by 26.9% of the employees in scale 8. 19.5% fall in scale 6 while those above scale 9 and those below scale 5 are each 11.5% respectively. In conclusion, many employees comprising about 77% are in scale 6 and above. Those in lower and higher scales are just a handful. Data about the duration for which employees have worked with KLB were recorded in Table 4.5 below

		Frequency	Percent	Valid %	Cumulative %
Valid	Below 5 yrs	12	46.2	46.2	46.2
	10-15 yrs	7	26.9	26.9	73.1
	15-20 yrs	4	15.4	15.4	88.5
	Above 25 yrs	2	7.7	7.7	96.2
	5-10 yrs	1	3.8	3.8	100.0
	Total	26	100.0	100.0	

Table 4.5: Duration for working at KLB

The table above shows that many employees working at KLB are new with a total working duration of less than five years. This category of employees forms 46.2% of the entire employees' population. Those who have worked with the organization for the duration between 10 and 15 years are 26.9% followed by those between 15-20 years at 15.4%. Older employees in the organization i.e. those with more than 25 years experience at the same organization are about 8% while those in 5-10 years duration category are the fewest, only 3.8%. It is worth noting that the sustainability of employees is a challenge for the organization and steps need to be taken in that effect.

There seems to be an unclear correlation between the highest academic qualification of employees and their current scales. There is little evidence that high education level is rewarded with high scale. However, it is also unclear whether employees with a long

working history in the organization are in higher scales than those with just a short working duration. There is need for further study in the organization to find out the determinants of allocation of employment scales since that was not properly established as illustrated in the figures 4.4.



Fig. 4.3 (a): Relationship between education and employment scale

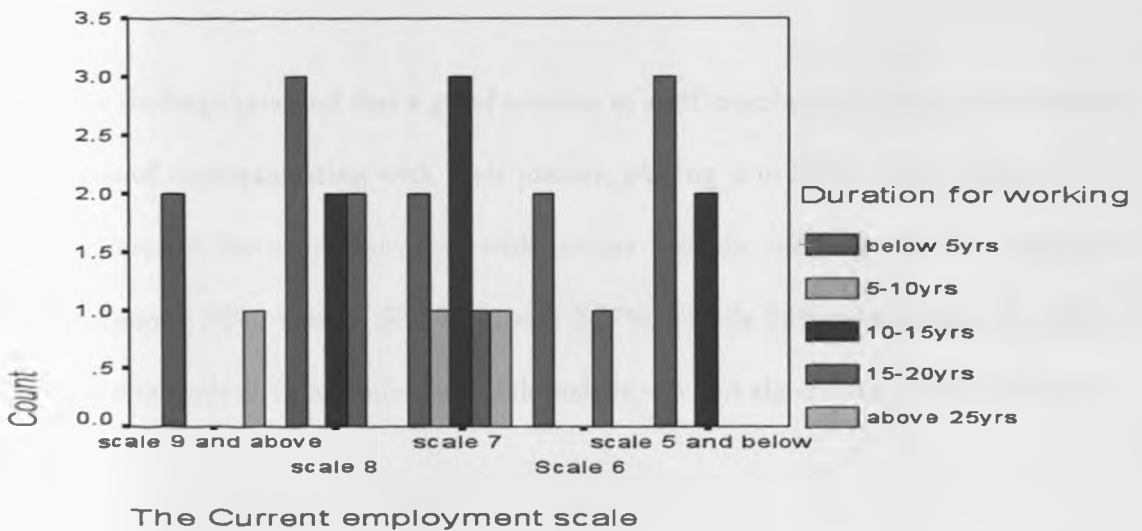


Fig. 4.3 (b): Relationship between duration of working and employment scale

4.6: Interpersonal Communications

Respondents were asked to arrange various channels of communicating to juniors and seniors in their order of preference.

Communication with junior staff members

Many of the respondents placed face to face channel of communication in the first position indicating that this channel is the most preferred at KLB. The table below shows how staff members at KLB chose their most preferred channels of communication to their juniors.

		Frequency	Percent	Valid %	Cumulative %
Valid	Meetings	4	15.4	16.7	16.7
	Other Means of Communication	1	3.8	4.2	20.8
	Telephone	1	3.8	4.2	25.0
	Face to face	12	46.2	50.0	75.0
	Discussions	2	7.7	8.3	83.3
	Memos	2	7.7	8.3	91.7
	Emails	2	7.7	8.3	100.0
	Total	24	92.3	100.0	
Missing	99	2	7.7		
Total		26	100.0		

Table 4.6: Most preferred means of communicating with juniors

The research findings revealed that a good number of staff members at KLB preferred face to face means of communicating with their juniors, placing it to 50%. Other means in the order of preference for communication with juniors include; meetings 26.1%, telephone 45.8%, discussions 30%, memos 37.5%, letters 26.7%, emails 25% and reports at 12.5%. Use of other channels of communication with juniors was not significant. Table 4.7 has the summary.

Order of the means of communicating with juniors		
Order of preference	Channel of Communication	Value (% preference)
Most preferred	Face to face	50
2 nd preferred	Meetings	26.1
3 rd preferred	Telephone	45.8
4 th preferred	Discussions	30.0
5 th preferred	Memos	37.5
6 th preferred	Letters	26.7
7 th preferred	Emails	25
8 th preferred	Reports	12.5
9 th preferred	Teleconference	75
Least preferred	Other means	Not significant

Table 4.7: Order of the means of communicating with juniors

The graph below shows a summary of how various age groups among the staff members prefer channeling their information to the juniors. All age groups prefer face-to-face communication whereas members in 34-39 age brackets mainly prefer meetings. Those who prefer ICT related channels are mainly members of staff within the age group of 30-34 years respectively. See figure 4.5.

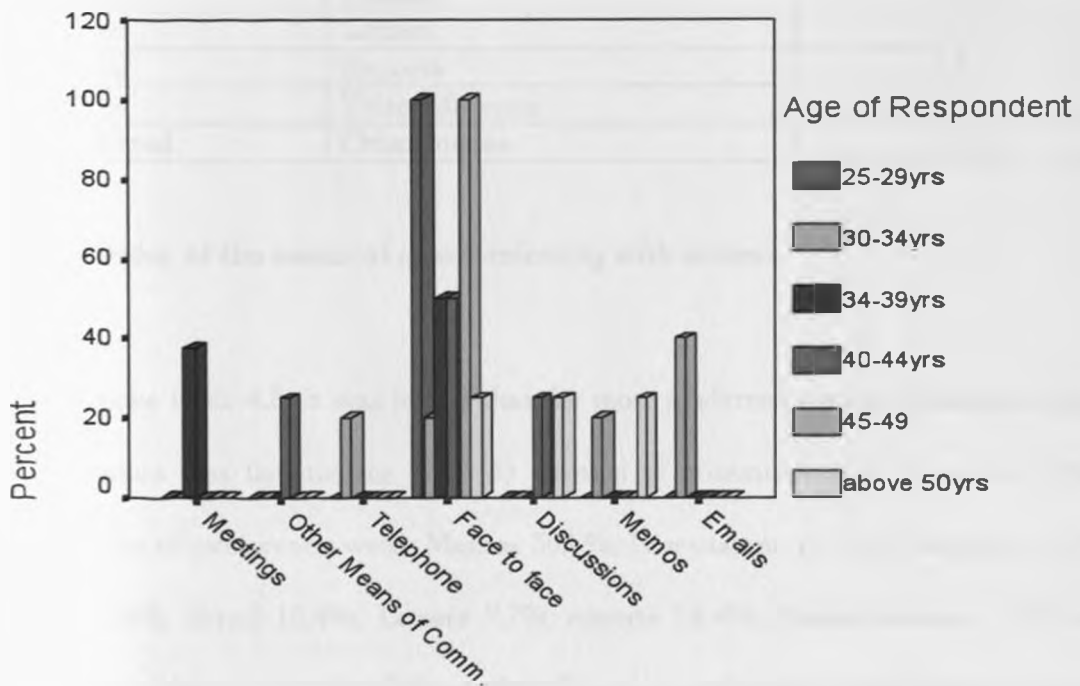


Fig 4.5: Most preferred means of communicating with juniors

Figure 4.4: Communication channels to juniors across various age groups

From the above results, it can be inferred that employees prefer dealing with their juniors in direct contact such as face-to-face meetings and discussions. There is an impression that very little effort is made to impress ICT through communication. That is, use of emails, teleconferences and other means are quite minimal at the organization when communicating to juniors. This therefore means that; either the senior management does not prefer using ICT while channeling information to their juniors; or the juniors may not be proficient in the use of ICTs. It could also be an indication of inadequate ICT facilities at the organization.

Communication with senior staff members

Order of preference	Channel of Communication	Value (% preference)
Most preferred	Face to face	23.1
2 nd preferred	Memos	30.8
3 rd preferred	Discussions	19.2
4 th preferred	Telephone	19.2
5 th preferred	Meetings	11.5
6 th preferred	Emails	15.4
7 th preferred	Letters	7.7
8 th preferred	Reports	15.4
9 th preferred	Teleconference	11.5
Least preferred	Other means	3.8

Table 4.8: Order of the means of communicating with seniors

From the above table 4.8, it was found that the most preferred means of communication with the juniors was face-to-face (23.1%) channel of communication to seniors. Other means in order of preference were; Memos 30.8%, Discussions 19.2%, Telephone 19.2%, Meetings 11.5%, Email 15.4%, Letters 7.7%, reports 15.4%, Teleconference 11.5% and other means at 3.8%. It therefore follows that all seniors and juniors prefer face to face as a means of channelling information at KLB.

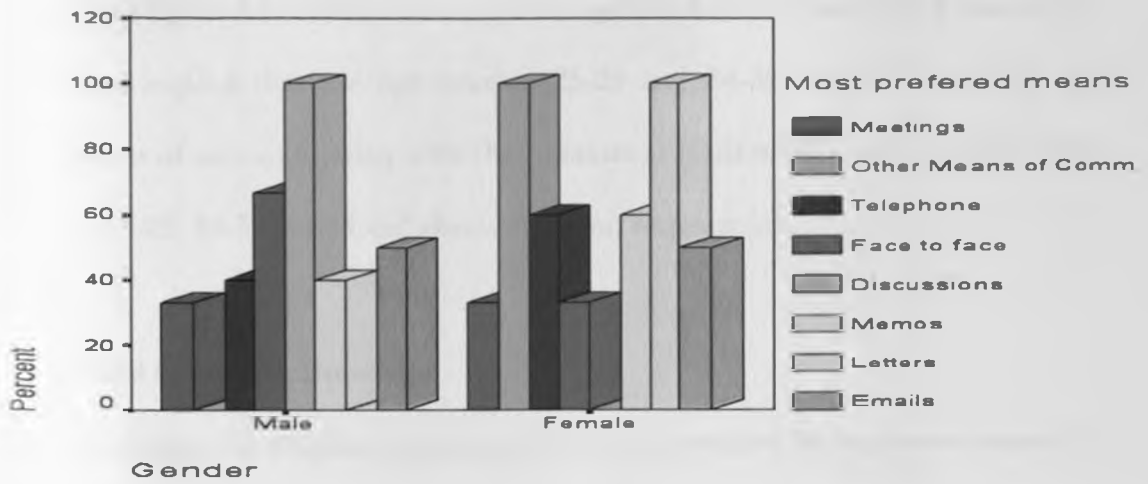


Figure 4.5: Most preferred means of communication with seniors to juniors

Most male prefer discussion and face to face while addressing their seniors. On the hand, the female staff prefers passing messages through letters and other means.

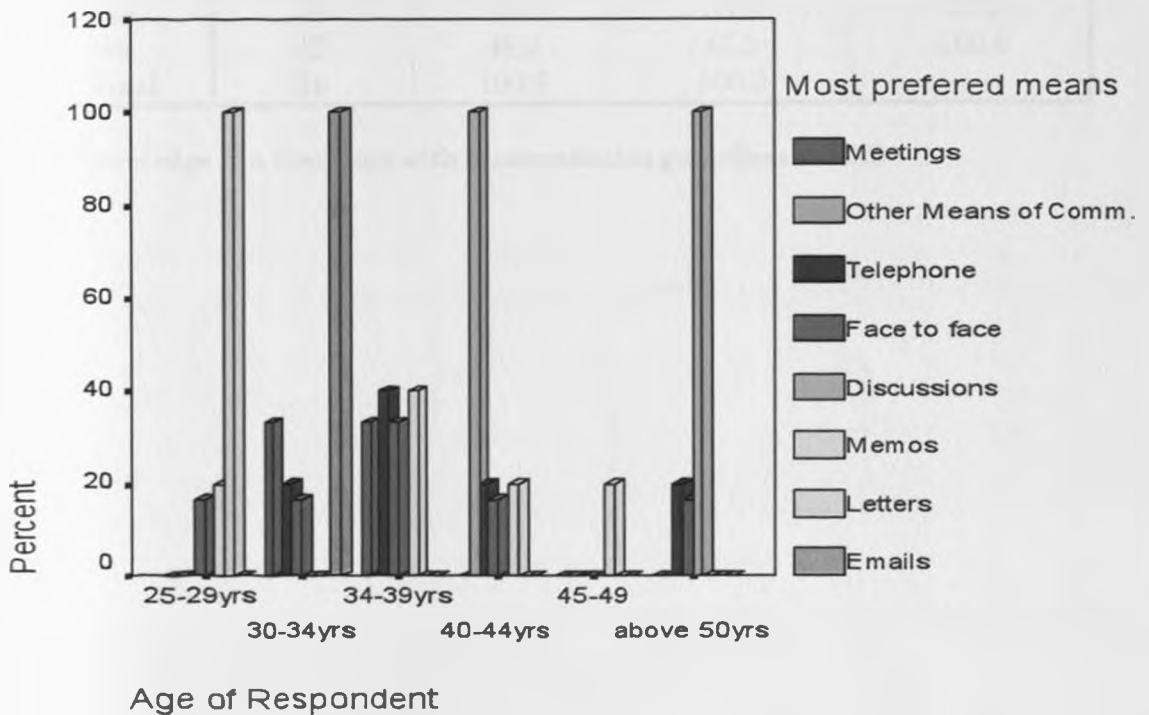


Figure 4.6: Most preferred means of communication to seniors in relation to age.

From the above figure 4.7, emails cuts across the age bracket 25-29 and 34-39 respectively. This therefore implies that the age bracket 25-29 and 34-39 uses ICT as their most preferred means of communicating with their seniors at KLB while a good number prefer face to face (25-29, 34-39, 40-44 and above 50 years) respectively.

KLB's Official Guideline Document

The research sought out whether employees at Kenya Literature Bureau were aware of an official guidelines' document. The question in Fig 4.9 was asked and elicited the responses summarized in the same figure and table 4.9. For those who were aware of the existence of such a document, were further asked to state the extent to which they followed the guidelines.

		Frequency	Percent	Valid %	Cumulative %
Valid	Yes	14	53.8	53.8	53.8
	No	12	46.2	46.2	100.0
Total		26	100.0	100.0	

Table 4.9: Knowledge of a document with communication guidelines at KLB

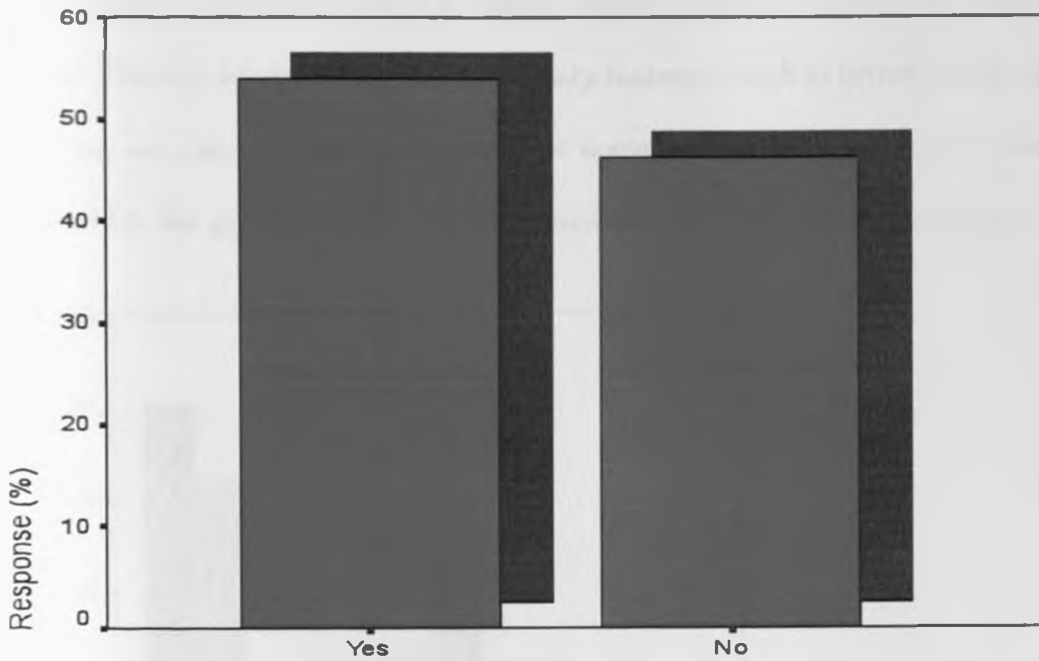


Fig 4.7: Do you know of any official document regarding KLB's Communication?

From the above summary, 53.8% of the respondents were aware of the existence of an official document with KLB's guidelines while the rest did not know about it.

The table below shows the extent to which employees, aware of the existence of the KLB's guidelines document, follow them.

		Frequency	Percent	Valid %	Cumulative %
Valid	Don't follow	1	3.8	5.0	5.0
	Rarely follow	2	7.7	10.0	15.0
	Follow once in a while	6	23.1	30.0	45.0
	Follow all the time	11	42.3	55.0	100.0
	Total	20	76.9	100.0	
Missing	99	6	23.1		
Total		26	100.0		

Table 4.10: Frequency of following the communication guidelines

55% of the respondents in this category followed communication guidelines. Some, 45% follow the guidelines once in a while and a few either rarely followed or don't follow the guidelines at all. Further analysis, as revealed in the charts 4.8(a) and 4.8(b), show that

many employees are aware of and follow KLB's guidelines than the established employees'. This can be attributed to intermediary measures such as orientation or just the fact that they are new and wish to impress the management before joining the rest. The extent to which the guidelines are followed diminishes with the duration of stay at KLB.

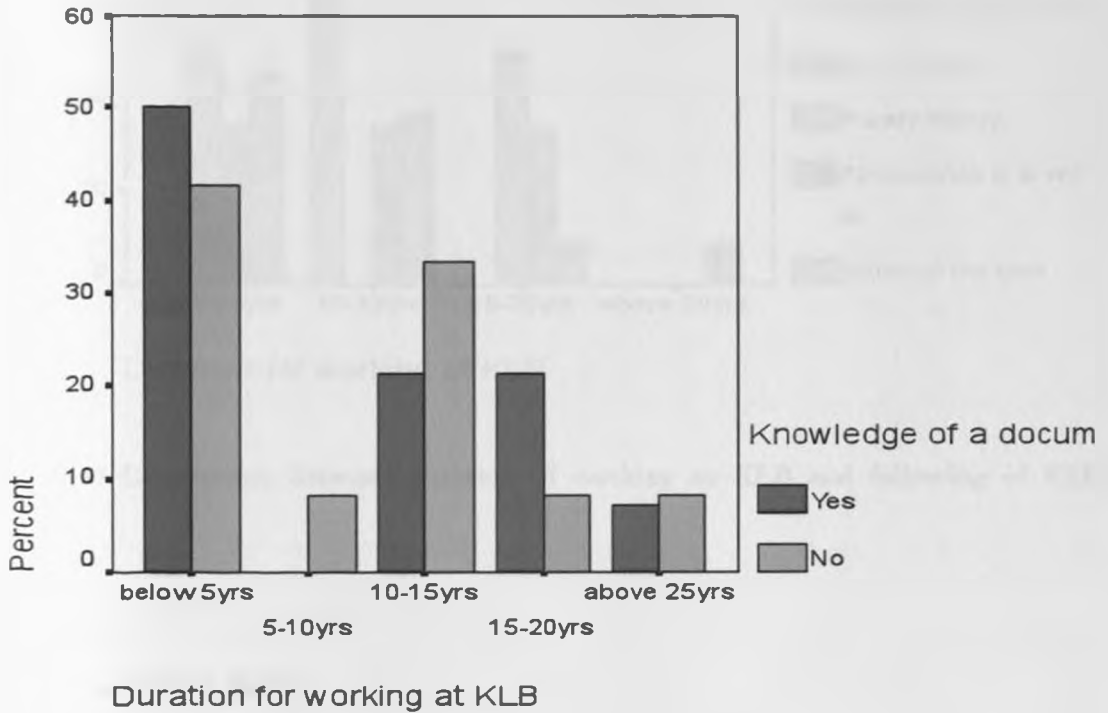


Fig 4.8: (a) Comparison between duration of working at KLB and knowledge of KLB's guidelines'

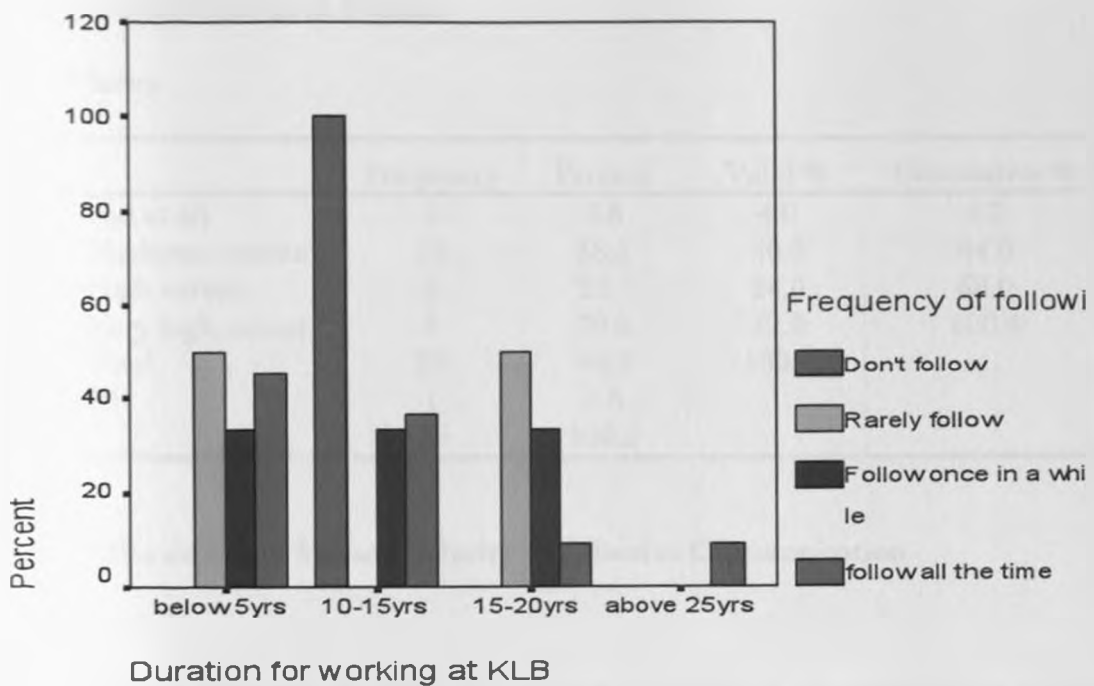


Fig. 4.8: (b) Comparison between duration of working at KLB and following of KLB's guidelines

4.7: Communication Skills

The research wanted to know whether the respondents recognized the relationship between various communication skills and effective communication and whether those skills improved the way communication processes were actually taking place. The skills in question included clarity of message, language command, good listening skills, adequate feedback and the channels used in the communication process. The channels used for the purpose of this research were meetings, memos, phone calls and emails. The research also sought to know the measures put in place by Kenya Literature Bureau to improve on the communication process within the organization.

Skills in the Communication Process

Message Clarity

		Frequency	Percent	Valid %	Cumulative %
Valid	Not at all	1	3.8	4.0	4.0
	Moderate extent	10	38.5	40.0	44.0
	High extent	6	23.1	24.0	68.0
	Very high extent	8	30.8	32.0	100.0
	Total	25	96.2	100.0	
Missing	99	1	3.8		
Total		26	100.0		

Table 4.11: The extent of Message Clarity to Effective Communication

Research findings indicated in Table 4.11 shows that 40% of the respondents felt that clarity of the message improved the communication to a moderate extent. 32% felt that clarity of message enhanced the communication process at a very high extent, 24% said that message clarity enhanced communication to a high extent while 4% felt that message clarity did not help in the communication process. In general, virtually all the respondents, 96% indicated that message clarity is very important in communication rating it between moderate and very high extent correlation.

Language Command

On other communication skills, 92% of respondents said that language command enhanced communication at very high, high or moderate extent. This adds on the generalization that language command plays a significant role in communication. Specifically, 45.8% said that language command enhances communication to a moderate extent; 25% high extent, 20% very high extent and 4.2% each for low and very low extent.

Good Listening Skills

Fig. 4.10: Extent of Good Listening Skills to effective communication

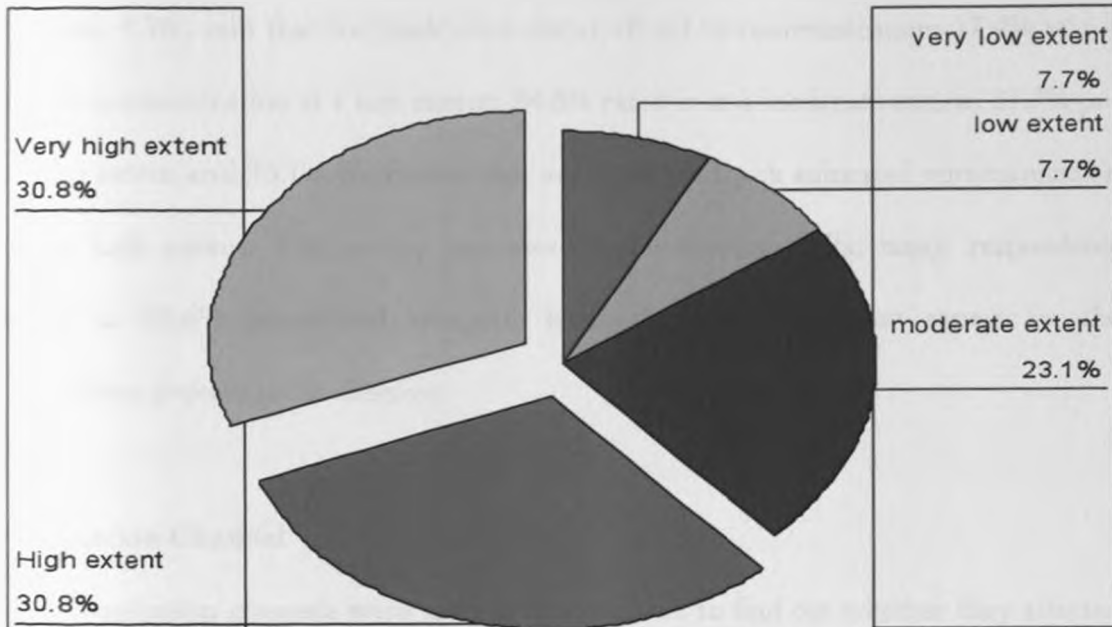


Figure 4.10: Extent of good listening skills to communication

Good listening skills was another factor under investigation with more than 60% of the responds indicating that good listening enhanced communication at very high and high extent respectively. The results were as follows: 30.8% for high and very high extent respectively; 23.1% for moderate extent and 7.7% indicating that listening accounted for low and very low extent respectively. Generally, slightly more respondents, 15.4% indicated that listening did very little in promoting the communication process as compared to message clarity and language command where respondents with similar opinion were 45 and 12.6% respectively. Generally the level of acceptability of good listening skills an asset toward the communication process was placed at 84.6%.

Adequate Feedback

Asked whether adequate feedback enhanced the communication process, some respondents, 4.3%, said that feedback does not at all aid in communication; 17.4% said it only aided communication at a low extent; 34.8% rated it at a moderate extent; 21.7% put it at a high extent and 26.1% confirmed that adequate feedback enhanced communication at a very high extent. Like in the previous communication skills, many respondents equivalent to 82.6% considered adequate feedback as an important aspect for the communication process to be effective.

Communication Channel

Four communication channels were used in this research to find out whether they affected the way the process of communication took place at the organization. 88.5% of the respondents considered meetings as a good channel of communication, which enhances the extent at which communication takes place. The rest did not see a significant contribution of this channel towards effective communication.

However, all the respondents of this question said that memos effectively enhanced the communication process. 28% said that memos enhance communication at a moderate extent, 40% at a high extent and 32% said the channel enhances communication process at a very high extent. 3.8% of the entire respondents did not give their opinions on this question. The response was summarised as follows:

		Frequency	Percent	Valid %	Cumulative %
Valid	Moderate extent	7	26.9	28.0	28.0
	High extent	10	38.5	40.0	68.0
	Very high extent	8	30.8	32.0	100.0
	Total	25	96.2	100.0	
Missing	99	1	3.8		
Total		26	100.0		

Table 4.12: The extent of Memo's Channel to Effective Communication

On the other hand, 92% of the respondents put phone calls at moderate, high or very high extent in terms of the contribution of this channel towards effective communication with 8% being of the opinion that phone calls don't really help to bring about effective communication.

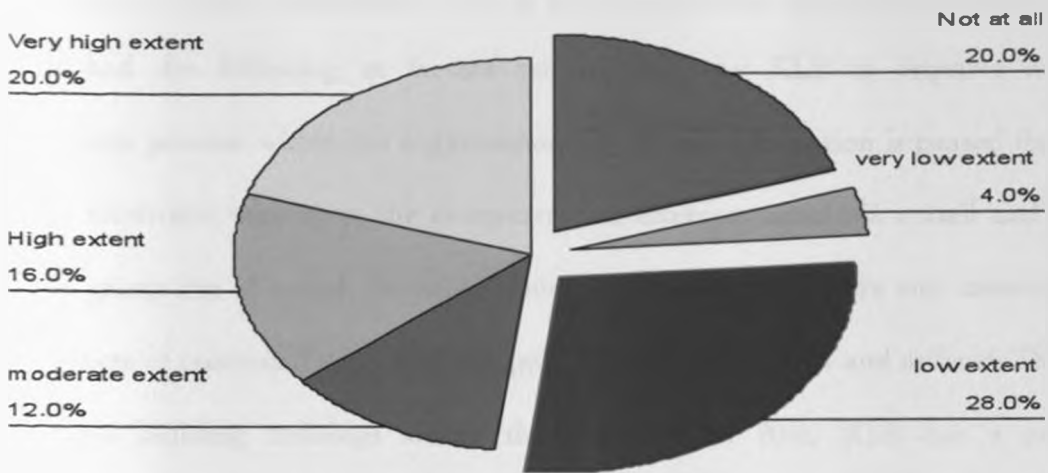
E-mail as a Channel of Communication at KLB

More than half the number of respondents, 52%, felt that Email, as a channel of communication does not completely aid in communication at KLB or if it did, then at a low or very low extent. Study the table 4.13 below:

Table 4.13: The extent of E-mail's Channel to Effective Communication

		Frequency	Percent	Valid %	Cumulative %
Valid	Not at all	5	19.2	20.0	20.0
	Very low extent	1	3.8	4.0	24.0
	Low extent	7	26.9	28.0	52.0
	Moderate extent	3	11.5	12.0	64.0
	High extent	4	15.4	16.0	80.0
	Very high extent	5	19.2	20.0	100.0
	Total	25	96.2	100.0	
Missing	99	1	3.8		
Total		26	100.0		

Fig 4.11: Extent to which Emails bring about effective communication



This scenario explains the earlier concept that employees at KLB organization are not very efficient in ICT related applications and there is therefore need for training and other intermediary measures to contain the situation. Any way, 12%, 16% and 20% of the respondents rated emails at moderate, high and very high extent in terms of the channel's enhancement of the communication process, a total of 48% of the respondents reviewed it positively. A total of 52% did not believe e-mails bring about effective communication.

Other Communication Skills

Responds on this aspect of communication were very few with more than 73% of the respondents avoiding the question. However, of the 26.9% who responded, 57.1% said that other communication skills had very little or no influence on communication on process probably because they did not know of other communication skills. 42.9% said other communication skills also enhanced communication as a process despite the fact that they didn't mention the skills. This is an indication that employees at KLB have not received adequate training in terms of alternate communication skills.

Measures Put in Place to Improve Communication

Although many of the respondents did not give information about this, the few who attempted had the following as factors put in place by KLB to improve on the communication process within the organization; all official information is passed through the use of electronic mail since the computers are interconnected via e-mail and KLB allows free group use of e-mail. Secondly, training of the customer care unit members on various aspects of communication with the public has been explored and utilised. Thirdly, holding team building trainings within the organization. Also, KLB has a prompt communication strategy where communication processes are channelled through a chain of command. Finally, the presences of open office plans, regular staff quarterly meetings and open discussions have enhanced communication at KLB.

4.9: Channels of Communication

The research endeavoured to know the order of preference of the various means of communication within KLB, which would see the enhancement of effective communication within the organization.

Most used Channel of Communication

Table 4.14 shows the order of preference according to how the respondents placed the various channels in particular positions.

Order of preference	Order of channel	Order of preference in %
Most preferred	Face to face	40
2 nd preferred	Telephone	23.1
3 rd preferred	Memos	36
4 th preferred	Letters	24
5 th preferred	Notice Boards	20.8
6 th preferred	Emails	17.4
7 th preferred	Meetings	14.3
8 th preferred	Discussions	7.7
9 th preferred	Teleconference	28.6
Least preferred	Message pads	58.3

Fig. 4.14: Order of preference of the means of communicating with seniors

It is quite clear that the KLB employees feel face to face communication will help to bring about most effective communication process. The majority who actually had this channel as their most preferred also said that it was easy to elicit quick feedback and get to know the perception and reaction of the participants in the communication process than other channels. 40% of respondents placed face to face in the first position. Other competitive channels in the first position behind face to face included meetings, telephones each 20%, Emails at 16% and memos being selected by 4% of the respondents as their most preferred channels respectively for an effective communication process. The table 4.15 below shows details.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Meetings	5	19.2	20.0	20.0
	Telephone	5	19.2	20.0	40.0
	Face to face	10	38.5	40.0	80.0
	Memos	1	3.8	4.0	84.0
	Emails	4	15.4	16.0	100.0
	Total	25	96.2	100.0	
Missing	99	1	3.8		
Total		26	100.0		

Table 4.15: Most preferred means of Effective Communication

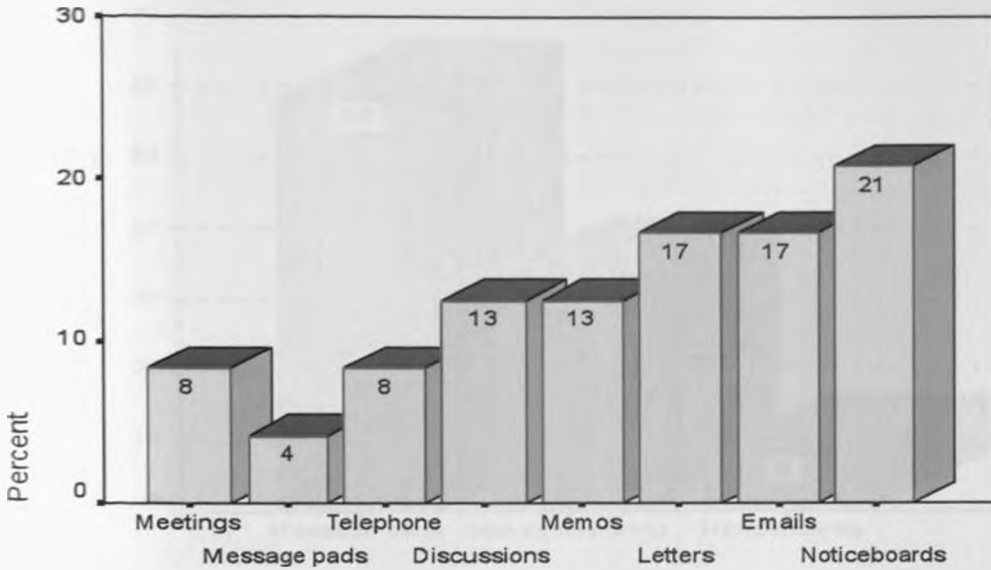
Other means for effective communication in their order of preference include telephone in the second place where 23.1% of correspondents selected it for the position. Other channels that competed in the second place were as follows: memos and meeting each with 11.5% respectively; emails, 7.7% and 3.8% each for notice boards and letters. In the third place of the most preferred channels of effective communication was memo at 36% closely followed by meetings and discussions both with a rating of 20%. Channels categorized in the fourth place included letters with 24% with telephone and discussions following at a close range at 12.5 and 16% respectively. Table 4.16 shows how respondents selected the channels rated in the fifth position in the order of preference.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Meetings	2	7.7	8.3	8.3
	Message pads	1	3.8	4.2	12.5
	Telephone	2	7.7	8.3	20.8
	Discussions	3	11.5	12.5	33.3
	Memos	3	11.5	12.5	45.8
	Letters	4	15.4	16.7	62.5
	E-mails	4	15.4	16.7	79.2
	Notice boards	5	19.2	20.8	100.0
	Total	24	92.3	100.0	
Missing	99	2	7.7		
Total		26	100.0		

Table 4.16: 5th Preferred means of Effective Communication

From the table above and Figure 4.12 below, it can be observed that many respondents (20.8%) chose notice boards for placement in the fifth place of order of preference that faced stiff competition from E-mails at 16.7% among other channels of communication. Some respondents equal to 7.7% did not rate any channel for the fifth position.

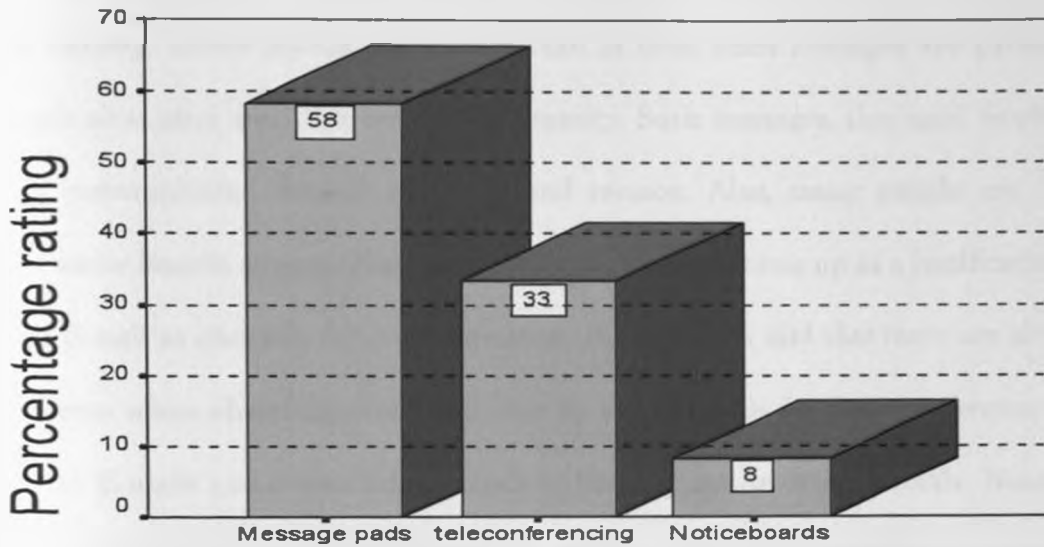
Figure 4.12 : 5th preferred means of effective communication



5th preferred means of effective communication

In the sixth, seventh, eighth and ninth positions respectively were Emails with a preference rate of 17.4%, meetings with 14.3% preference, discussions, 7.7% and teleconference at a rate of 28.6%. In the last position, an equivalent of the least preferred channel for effective communication process, in three channels were rated with message pads being the least preferred at a rate of 58.3% followed by teleconference and notice boards respectively as shown in the chart below. That means that very few respondents prefer message pads as a channel probably because of non-existence, complexity in using or lack of reinforcement by managers and supervisors.

Figure 4.13: Least preferred means of effective communication



Least preferred means of effective communication

Influence of Choice of Channels

The following are the responses given in relation to the question seeking to find out the factors that influence on the choice of a communication channel in the order of preference shown above.

Staff felt that the ability to seek clarification and instant understanding is there for some channels e.g. face to face communication. Many staff who selected face to face channel felt that it was easy for them to seek clarification where necessary preventing misunderstanding as it would have been if other channels were to be used. Secondly, availability or access to computers was limited. Access to ICT facility such as computers was an important factor noted by virtually all the respondents. They felt that some channels were not very effective such as teleconferencing and E-mails because of inadequate computers and other vital facilities to facilitate their relevance. Thirdly, personal contact was pointed out in face-to-face communication where respondents said that they could easily hold conversations making them to learn, understand and appreciate their colleagues amicably. Face to face enabled them to read body language. Fourthly, the

population of employees was a factor noted by some respondents who were justifying their choice of meeting, notice boards and memos that; in most cases messages are passed to many people all at once and often carry some urgency. Such messages, they said, would be effectively communicated through meetings and memos. Also, many people can read memos on notice boards at once. Need for detail and reference came up as a justification to letters and E-mail as channels for communication. Respondents said that there are always many instances when observing detail and need to keep records for future reference was fundamental. E-mails and letters helped much in keeping and tracking records. Need for immediate feedback, time management and the need to make quick decisions to arrest an emergency was another factor considered. With this, many respondents held that face to face and telephone calls were appropriate channels. Finally, technology; with technology, respondents claimed that messages can be sent at the speed of thunder saving on costs and reducing delays in feedback as well. They considered Email fast enough and with ability to be stored for future reference.

Rating of the Internal Communication System of KLB

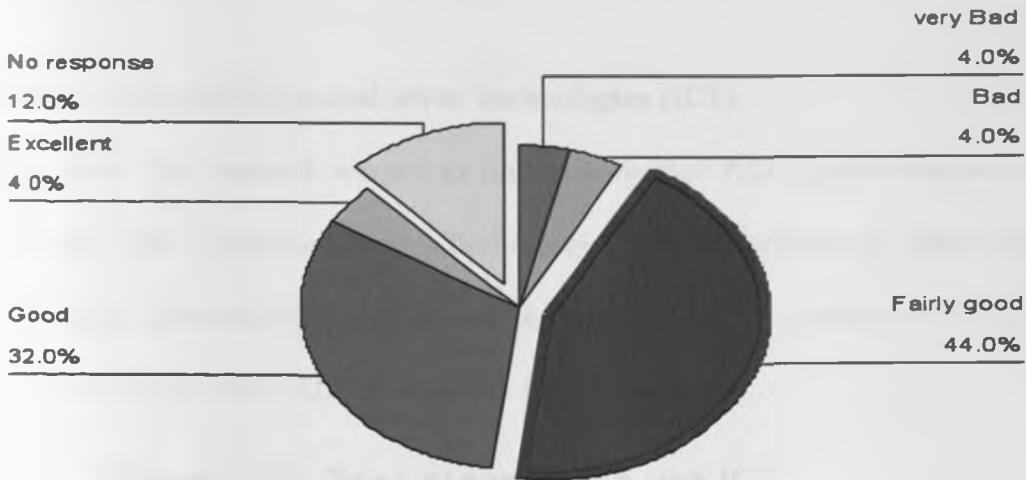
A Likert scale was used to find out the actual rating of KLB's internal communication system where 1 was equivalent to very bad and 5 equivalent to excellent. The table below shows the ratings assigned by different respondents about the internal communication system.

X		Frequency	Fx	Percent	Valid Percent	Cumulative Percent
Valid	Very Bad	1	1	3.8	4.0	4.0
	Bad	1	2	3.8	4.0	8.0
	Fairly good	11	33	42.3	44.0	52.0
	Good	8	32	30.8	32.0	84.0
	Excellent	1	5	3.8	4.0	88.0
	99	3	0	11.5	12.0	100.0
	Total	25	22	96.2	100.0	
Missing	System	1	4	3.8		
Total		26	3.32	100.0		

Table 4.17: Rating of KLB's Internal Communication System

On average, KLB's internal communication was rated at a coefficient of 3.32, that is, fairly good. Specifically, 44% rated it at a coefficient of 3.0, fairly good; 32% with a coefficient of 4.0, very good; 12% did not respond; 4% rated it with a coefficient of 1, very bad, and 2, bad, respectively; see the pie chart below.

Figure 4.14: Rating of KLB's internal Communication system



How the Communication System can be Improved

The respondents suggested the following steps to help improve the internal communications system at the organization. First is to introduce an ISDN facility; then modernize the organization's communication system to fit with current information and communication trends such as wireless technology and teleconferencing facilities especially for impromptu meetings.

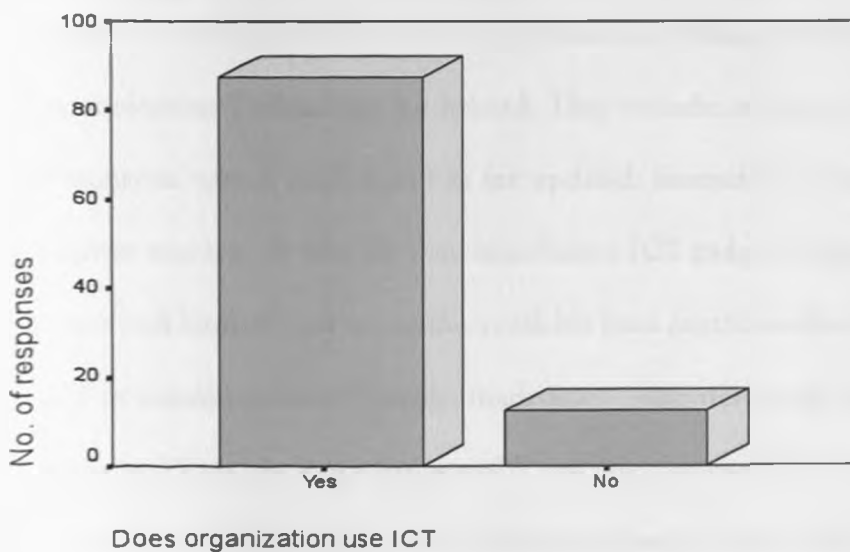
In conclusion and basing on the responses received from respondents, it is essential to note that all the above channels of communication are important in one way or another. What differs is the frequency and context of use. It is also critical to note that an organization that offers a wide variety of channels of communications increases its ability to communicate effectively than when such organizations are conservative with the use of one or two channels only. Equally important is the fact that organizations should impress the new media and social media of communication such as email, teleconference to meet the

dynamic needs of the young employees and also impart the same to the established employees such that they are capable to cope with the new trends in communication.

4.10: Information and Communication Technologies (ICT)

In this section, the research wanted to find out whether KLB appreciates the value of Information and Communication Technologies by incorporating them in their communication systems. Respondents reacted negatively with a majority, 87.5%, saying that ICT was not in use at KLB as shown in figure 4.16 below.

Figure 4.15: Does organization use ICT



However, 68% of respondents confirmed that Email is used at the organization to pass information. 88% others said that there was no teleconference facility and had not used any at KLB. About telephone calls, 48% of the respondents affirmed that they used organization's telephone facility to communicate though a big number, 52% claimed not to have used any telephone facility at KLB. There is likelihood that there is an inadequate supply of calling and receiving points or the telephone facility itself is confined in just a few offices. 72% of respondents denied using the short message service (SMS) to

communicate either within or without the organization and almost all the respondents did confirm that they have never used Skype services with the communication system of KLB.

Only 8% said Skype was in place at the organization. There were no other ICT facilities identified by the respondents despite the fact that about 8% of them felt there were some other ICT facilities at KLB not established by the research. The general impression is that very little is done as far as ICT is concerned at KLB. This is because only a few individuals are aware of existence of ICT facilities and services and actually make use of them.

They identified various challenges in the organization making the adoption of Information and Communication Technology lag behind. They include; adoption of new techniques in market resources, which KLB hasn't so far updated. Secondly, computer illiteracy among the employees was low. It was felt that, insufficient ICT gadgets, say few computers at the organization and limited time to use the available ones contributed much less embracing of use of ICT in communication. Thirdly, inadequate computers with limited internet access, local area network and lack of adequate ICT training also contribute to limited use of ICTs in communication. Finally, most KLB staff were slow to adopt and showed resistance to change in terms of communication and technology embracing.

However, they pointed out some structures that KLB has in place, which helps to promote the adoption and use of ICT within the organization. The structures included the use of ACCPAC system and the adoption of report presentation using overhead facility. To add on the above, KLB is in the process of acquiring teleconferencing facilities for meetings and is working towards the realization that each member of staff should at least have access to a desktop, laptop or a phone. KLB has also established a department in charge of

ICT that has an efficient server and internet installation system that operates in virtually all departments. KLB has facilitated buying of computers for managers and supervisors for e-mailing within the organization in addition to allowing laptop loans for management and KLB has also facilitated issuance of e-mail addresses with company domain to staff to facilitate efficient communication.

4.11: Physical and Psychological Distractions

In this section, the research wanted to find out what channel staff members of KLB use to communicate urgent information to their supervisor and whether the channel was effective for them. It also sought to find out issues and factors that affect the staff members in relation to passing messages. Respondents were also asked whether they have undergone any training in communication and whether they required any. Finally, they were to state if there were any structural factors that affected their communication at the work place and how such factors could be contained. The findings are analysed herein below.

In communicating urgent information to supervisors, members of KLB staff either make a call or write a letter. 92.3% of employees prefer making a call to their supervisors in case of any emergency or urgent communication of information. Only 7.7% prefer writing a letter to the same effect. All the respondents (99.99%) clearly indicated that the method they used was very efficient for them. None of the employees send someone or provided medical reports on return from the emergency according to the data collected.

Regarding issues affecting the employees about passing of messages, few (35%) said that messages are passed on only to a few individuals while the rest didn't have an issue about

whom information is passed to. 80.8% of staff members feel that messages passed do not have clarity problems; 19.2% said that the messages are not clear. However, an equal number of respondents feel that communication of messages is delayed with 50% responding in the affirmative to this and the other 50% saying that messages are delayed in their communication.

There is however a problem when it comes to feedback with many employees, 61.5% saying that there is no prompt feedback on communication. On the other hand, respondents were not sure whether messages are often given or not. When asked whether messages are not often given, 88.5% said that messages are often given. But when the same question was paraphrased as whether messages were often given, 73.1% said that messages are not often given. This contradicted their responses.

Training in communication was another aspect under investigation and 80.8% of the respondents said they had no such training. An equal percentage, 80.8% said that they need training in communication.

As a result of these responses, KLB needs to adjust on the speed of offering feedback to all their communication to employees, give required information to the employees and if possible, start short term training courses in communication and ICT.

This research also established that employees at KLB suffer from the following structural factors in relation to communication, which they wished would be done away with immediately. One major factor is unhealthy bureaucracy, which creates a big gap between junior employees, and the senior management because of elongated channels of communication between the two groups mentioned which tend to cause inappropriate

delays. Most response delays pointed at the long chain of command in communication before getting to the Managing Director. Another factor is poor transfer and sharing of information between the customer care units at the headquarters and Kijabe branch leading to overlapping of commands and this brews confusion among staff. Thirdly, inadequate notice boards or bulletin boards in the institution which is the preferred means of communication among a substantial group of the staff members leads to less information being shared. Finally, physical noise was pointed out to be originating from machines in the production department, which acutely affect communication in the department and other neighbouring departments

The respondents were also concerned that no measures had been put in place or are being taken to address these crucial barriers to communication.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1: Introduction

This chapter contains the summary, conclusions and recommendations after the study was carried out. Conclusions are made with the objectives of the study stated in chapter one in mind. Recommendations are made in regard to the topic of study, which is a managerial function, and are intended to enhance effective communication in corporate organisations.

5.2: Summary

The research project was concerned with factors affecting effective communication within corporate organisations case study of KLB. The objectives of the study were to establish the structural barriers that hinder the efficient flow of information at KLB, to identify the most preferred medium/media of communication at KLB and assess its ability to enhance effective communication, to examine the relevance of modern information and communication technologies (ICTs) used to enhance effective communication within KLB and to establish the physical and psychological distractions among employees that affect effective communication within KLB. Data was collected through a questionnaire administered to sample employees of KLB and analysis of existing literature regarding communication at KLB.

Factors that affect effective communication positively at KLB have been identified as clarity of messages, use of face-to-face meetings, minimal psychological and physical distractions, presence of feedback and good command of language. On the other hand, inadequate interpersonal skills, complacency due to long working years at KLB, inadequate ICT skills, bureaucratic requirements, absence of a communication policy are key factors that have negatively affected effective communication at KLB. All the listed

negative factors culminate into noise within the communication process at KLB. It was established that KLB does not have a communication policy and this causes confusion among employees when it comes responding to non-routine activities that in turn cause delays in feedback. KLB's communication mainly is carried out in memos which is a 5th preferred channel of communication, this results in information being redundant, ambiguous or vague.

5.3: Conclusion

Five factors have been identified to affect communication positively at KLB. These are clearly designed messages which are easy to decode, the most preferred medium or channel of communication being face to face or meetings which enable the sender and receiver to share non-verbal cues, absence of physical and psychological distractions, presence of feedback and good command of whatever language is used to communicate.

However the negative factors identified shade light on the fact that KLB has suffered loss in instances where there has been delayed delivery of books, delayed feedback essentially because of the bureaucratic strands. Little embracing of ICT by the staff has also led do slowed business growth because many business opportunities exist online.

5.4: Recommendations

The findings of the research have strong implications on management at KLB, corporate organisations and scholars. Based on the findings of the research, several recommendations are suggested first and foremost is training of employees in new, dynamic and technical fields such as information technology that can help improve the efficiency of communication patterns and systems.

Secondly, KLB needs to embrace strong technological advancement by encouraging IT based communication such as chat rooms, e-mails, teleconferencing among others. This can also be done through availing enough technology-based equipment such as personal computers and laptops.

KLB also needs to reduce to all cadres of employees' bureaucracies; this will enhance free conversation amongst all employees regardless of their ranks, enhance feedback mechanisms and strengthen service delivery and responsiveness to emergencies. This will create room for business growth due to enhanced service delivery.

Critical among recommendations is to design and develop a communication policy that should be updated from time to time. The policy should have clearly defined strategies that will be used to achieve effective communication at KLB. A communication policy will clearly define the communication roles and responsibilities of staff and managers and will cushion against outdated practices while encouraging increased organisational change and growth. Communication strategies drawn from the policy will facilitate communication efficiency.

All round training refresher courses on interpersonal skills to eliminate complacency especially among older staff members will not only create good communication patterns but also personal skills which enhance skills and work relations. It will create job satisfaction and enhance organisational effectiveness. This will aid in embracing change for the better of KLB.

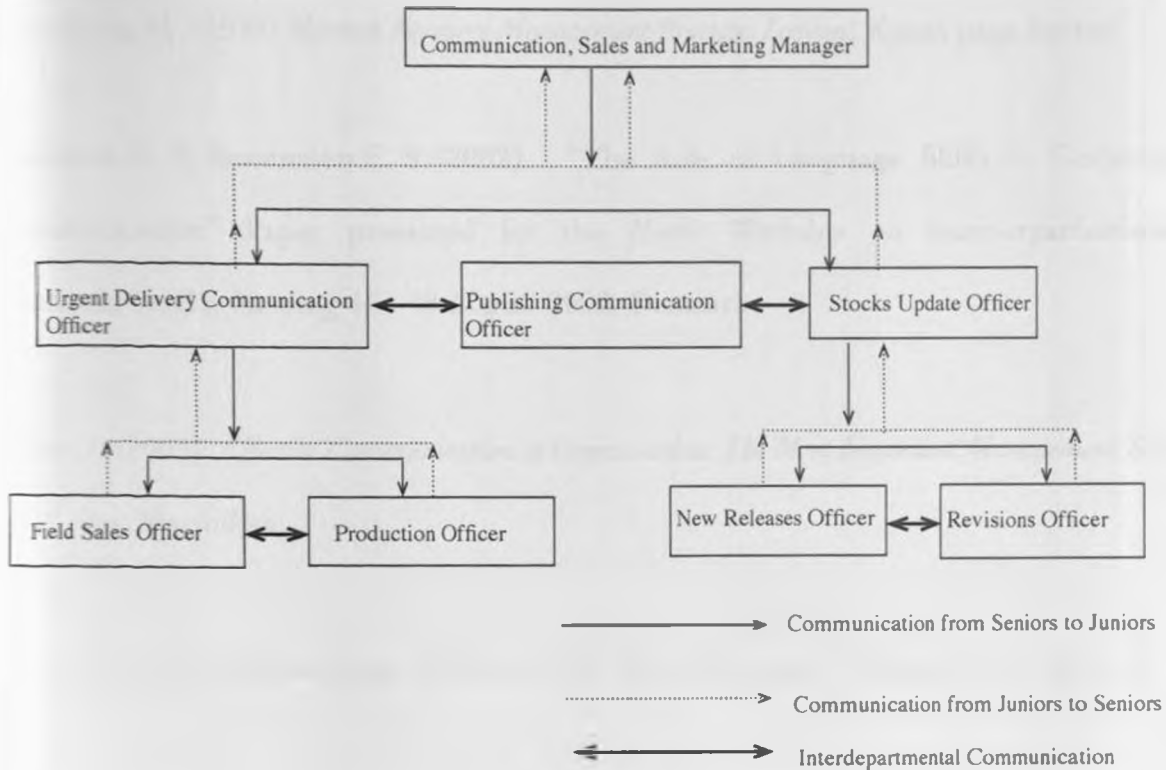
KLB as an organisation needs to reduce communication by memos and maximise face-to-face meetings, as it is the most preferred channel. The onus is on the line supervisors to design quick and creative means of meeting line staff and reaching out to them to relay work objectives and re-evaluate them during monitoring and progress of the work.

KLB needs to employ the all channel design of effective communication with a communication manager at the forefront of guiding communication processes inter-departmentally. This will help harness staff synergy, which in turn will increase staff productivity.

Finally, other research should be carried out with the same topic but focusing on the external publics to help determine the interlinkage of effective communication between the internal and external publics of KLB.

The following functional model has been designed and suggested by this research to aid and enhance effective communication at KLB.

ONE STOP COMMUNICATION AT KLB



Model for one stop dialogue communication between KLB Headquarters and Kijabe sell Point Centre

Since the research has identified some gaps in terms of effective communication at KLB, the above model will help facilitate communication. Communication that is to be adopted is designed to be cyclic with the shown control points. Feedback should be embraced fully both in the upward communication or the downward methods of communication.

There should be a central office keeping and disseminating information especially to and from the Kijabe sell point office to avoid incidences of parallel instructions and counter instructions. This will foster streamlined service delivery. Stocks outs and delayed deliveries will be catered for in the said communication model since there is a library of information to refer in case there is a clarification to be made.

The model guides communication interdepartmentally which is currently missing at KLB. Interdepartmental communication with a key custodian of information per department will aid effective communication. This will limit, rumours, grapevine and ensure prompt action and point of reference in case there is emergency or a task to be accomplished.

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APPENDIX I

QUESTIONNAIRE

Instructions

The questions elicited below are aimed at seeking general information regarding communication processes at Kenya Literature Bureau and the factors affecting effective communication in your organization. Please indicate your response by either ticking or writing in the space provided. Your responses will be used anonymous and will only be used for the purpose of this study. Since all the information in this questionnaire is confidential **DO NOT WRITE YOUR NAME**. Thanking you in advance for your honest answers.

PART I

DEMOGRAPHIC FACTORS

Use a tick ✓ to answer the questions

(i) Kindly indicate your age (years)?

- (a) Below 25
- (b) 25-29
- (c) 30-34
- (d) 35-39
- (e) 40-44
- (f) 45-49
- (g) Above 50

(ii) Are you male or female?

- (a) Male
- (b) Female

(iii) Highest academic qualification?

- (a) Certificate
- (b) Diploma
- (c) Bachelors degree
- (d) Master degree
- (e) PhD
- (f) Any other

Specify.....

Employment details

(i) What is your current employment scale?

- (a) Scale 9 and above
- (b) Scale 8
- (c) Scale 7
- (d) Scale 6
- (e) Scale 5 and below

(ii) For how many years have you worked at KLB?

- (a) Below 5 years
- (b) 10 -15 years
- (c) 15 - 20 years

- (d) 20 – 25 years
- (e) Above 25 years

PART II

INTERPERSONAL COMMUNICATION

- (i) How do you pass or receive messages from your juniors? (Number them from the most preferred to the least preferred)

Meetings
Telephone
Face-to-face
Teleconference
Discussions
Memos
Letters
E-mails
Reports
Others (specify)

- (ii) How do you pass or receive messages from your seniors? (Number them from the MOST preferred to the LEAST preferred).

Meetings
Telephone
Face-to-face
Teleconference
Discussions
Memos
Letters
E-mails
Reports
Others (specify)

- (iii) Do you know of any official document containing guidelines regarding KLB's communication?

Yes No

- (iv) How often do you follow the guidelines regarding communication? (Choose 1).
 I don't follow them at all I follow them once in a while
 I follow them rarely I follow them all the time

PART III

COMMUNICATION SKILLS

- (i) In a scale of 0 to 5 please indicate the extent to which the factors elicited below enhance effective communication in your organization? (Circle appropriately)

		5 = Very high extent	4 = High extent	3 = Moderate extent	2 = Low extent	1 = Very low extent	0 = Not at all
1.	Clarity of message	5	4	3	2	1	0
2.	Language command	5	4	3	2	1	0
3.	Good listening skills	5	4	3	2	1	0
4.	Adequate feedback	5	4	3	2	1	0
5.	Channel used for communication						
	a) meeting phone call etc	5	4	3	2	1	0
		5	4	3	2	1	0
	b) Memo,	5	4	3	2	1	0
	c) Phone call	5	4	3	2	1	0
	d) Email	5	4	3	2	1	0
6.	Others (specify).....	5	4	3	2	1	0

- (ii) Please indicate any measures instituted by your organization to improve communication skills within the organization.

.....

PART IV

CHANNEL OF COMMUNICATION

- (i) Please indicate your most preferred channels of communication of choice in enhancing effective communication by tick appropriately.

Media	Number them as preferred
Meetings	
Telephone	
Face-to-face	
Teleconference	
Discussions	
Memos	
Letters	
E-mails	
Reports	

(ii) What influences the choice of your preferred channel(s) in question 1 above?

PART V

INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)

- (i) Does your organization use modern ICT to enhance effective communication?
 Yes
 No

ii) If yes in question 1 above indicate the ICTs employed in your organization by ticking appropriately.

ICTs	Tick in the boxes below
E-mail	
Teleconferencing	
Cell phone calls	
SMS	
Skype	
Others (specify)	

- (ii) Please indicate the challenges (if any) that hinder the optimum utilization of ICT in your organization

- (iii) What structures (if any) has your organization put in place to promote the use of ICT within the communication processes of your organization

PART VI

PHYSICAL AND PSYCHOLOGICAL DISTRACTIONS

- (i) When in a situation of distress or urgent need, how do you communicate with your supervisor? (Tick one answer)
- (a) Write a letter
 - (b) Make a call
 - (c) Send someone
 - (d) Provide a medical sheet on return
- (ii) Is the method you use in 1 above convenient for you?
- (a) Yes
 - (b) No
- (iii) What issues affect you regarding passing of messages at KLB? (You can tick more than one answer)
- Messages are given to few individuals
 - Messages are not clear
 - Messages delay
 - You don't receive feedback promptly
 - Messages are not often given
 - Messages are often given
- (iv) Have you undergone any form of training in communications?
- | | | | |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|
- (v) If no in 4 above you require any?
- | | | | |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|
- (vi) Are there structural factors that affect communication at your place of work?
Explain your answer.
.....
.....
.....
- (vii) If yes in 5 above, what measures have been put in place to address the structural factors?
.....
.....
.....

THANK YOU FOR YOUR SUPPORT